
Business Process Reengineering & Continuous Improvement

One of the largest food processors in the world contracts with independent growers throughout Latin America for a variety of produce that is picked and then channeled into either frozen or dehydrated packaging processes and exported primarily to North America. Victrix reviewed the operations to improve efficiencies, reduce costs and audit compliance with regulatory agencies from point of picking, processing, and shipment to point of sale. The objectives of the project were to:

1. Identify operational inconsistencies
2. Review compliance and auditing procedures
3. Processing and packaging analysis
4. Sequences of inventory cycle times
5. Warehouse rationalization
6. Freight and logistics overview

Victrix Key Findings:

- Inconsistencies in seeding and harvesting process across farming facilities
- Fragmented and decentralized supply chain
- Variation in packaging process and quality for wholesale and consumer from plant to plant
- Poor provision of customer service throughout the company due to lack of standard operation procedures
- Minimal management supervision
- Ambiguous and undefined job descriptions
- No formalized training and cross functionality
- Product/pallet/truck load utilization not optimized

Victrix Recommendations:

- Reduce the number of warehouses to drive productivity gains
- Manage inbound and outbound freight costs
- Optimize layout of product in order to maximize space and amount of product/truckload
- Develop standard operating procedures and business processes
- Communication and training
- Develop inventory management and controls



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- Leadership training and change management
- Streamline the process from warehouse to customer service

Results:

- Productivity improvements of 20%-30% in warehouse operations
- \$5,500,000 annual operational savings due to increased productivity
- 12% annual cost savings from logistical restructuring