



Challenges

- ❑ Eroding gross margins
- ❑ Increasing material costs as a percent of gross sales
- ❑ Improve manufacturing yields, reducing rework

Executive Summary

- ❑ A manufacturer and supplier of fragrances, flavors, and specialty ingredients
- ❑ Standardization of operations across five international facilities

Results

- ❑ Manufacturing cycle time times reduced by 30%
- ❑ Manufacturing cost reduction of 2 percentage points as a percent of gross sales
- ❑ Quality yields increased by 27 percentage points
- ❑ Gross profit margin increased by 15 percentage points