

# Case Study



Food &  
Beverage

# GAIN & CO

Strategic plan for a leading speciality bakery manufacturer

## Background



The client is a market leader in baking cakes and treats for supermarkets and licensed brands. Recently labor constraints, increasing demand, and focus on cost efficiency have impacted the ability to take larger market shares.

The client reached out to Gain & Co in order to gain an overview of their automation opportunities and how they may best proceed in achieving their strategic objectives through automation.

These strategic objectives included:

- Improved Product Quality & Process Control
- Improved Productivity & Capacity
- Improved Cost Efficiency
- Improved Operational Agility & Responsiveness

## Gain & Co's Role



Gain & Co visited 7 UK manufacturing sites of the client and conducted a thorough analysis of the manufacturing processes in each site to describe their benefits and complexities with respect to automation.

Our team created an Automation Index, which helped the client to assess relevant automation projects according to the estimated payback period, the range of solutions available, and estimated overall efficiency improvement potential. Qualitative insights were delivered alongside each key automation project covered in the index offering contextual analysis.

This enabled the management team to further prioritize and sequence the automation opportunities according to key strategic considerations, thus enabling the client to protect and develop further competitive advantages.

## Value Delivered



Our work identified significant potential in automating several core manufacturing processes at the client.

The final delivery offered the client a report with 200 automation observations across the 7 UK sites. Each site has received an overview of its key specific automation opportunities.

Local management prioritized 46 automation opportunities, based on the collected observations, of which 14 combinations of opportunities were consolidated at the group-level.

Gain & Co applied a weighted scoring model to further shortlist 7 group-level automation programs for group management evaluation. The estimated productivity improvement potentials among the 7 shortlisted automation programs ranged from 30-50% improvement to 70-90% improvement on the most impactful programs, with an average expected payback period of ~3 years.

# Case Study



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# GAIN & CO

Automated repacking for an international beverage production company

## Background



The client reached out to Gain & Co in order to support them on their journey toward automated repacking process.

The biggest challenges were large industrial pallets leaving the production line, while retail stores wanted ready-to-sale pallets, nicely decorated in cardboard and displaying the products. The task of manual repacking was outsourced to another company and the client was too busy to source an automated solution internally.

Gain & Co proposed to help the customer by running the entire process of understanding their needs, describing those needs, and finding the right supplier and solution in the market.

## Gain & Co's Role



Gain & Co's senior engineering and procurement team visited the client for an onsite assessment of the current repacking process and further preparation of:

- Supplier catalogue
- Functional requirement specification
- Evaluation of solution proposals

Gain & Co conducted market research and listed the potential suppliers which had the best prerequisites and experience to provide a suitable solution, and prepared functional requirement specifications.

The functional requirements describing the needs and expectations for the repacking line provided the client with a detailed understanding of the subprocesses to be automated, as well as which ones are optional. As the requirements were kept on a functional level, the solution concept and design were left open for the supplier to suggest the optimal solution, based on their experience.

Gain & Co then conducted a sourcing process to receive and evaluate offers from the identified suppliers. This was done in several rounds and, based on Gain & Co's recommendations, different solution concepts were proposed and customized for the client's needs.

## Value Delivered



Our work identified strong benefits achieved by automating the manual repacking process.

The final delivery offered the client the full list of 22 identified suppliers, a shortlist of the 10 most relevant suppliers for the specific repacking solution, and 3 final offers applicable to the repacking process – the exact number of offers the client initially requested.

The potential for reducing the man-hours spent on the manual repacking task was 80-90% by automating the process with standard technology.

The estimated productivity improvement potentials were 50%-70%, with an average expected payback period of ~3 years.

# Case Study



Food &  
Beverage

# GAIN & CO

Automated packing, palletizing, and intralogistics for a farming company

## Background



The client is a large farming business that focuses on the production and packaging of tomatoes, as well as other vegetables.

The client reached out to Gain & Co in order to get support on their journey towards:

- Understanding the automation potential
- Increasing productivity
- Reducing cost used for manual labor
- Improving the working environment
- Finding suitable suppliers for a given automation project

## Gain & Co's Role



Gain & Co's senior engineering team visited the tomato packing factory in the UK and conducted a thorough analysis of the manual processes, followed the production flow, and interviewed the key personnel.

The data were analyzed and used to create an overview and prioritization of automation potential – an Automation Index.

For each observation, an explanation for why the observed task has automation potential was given, which was scored based on multiple parameters – in order to improve productivity, increase and make more consistent quality, and to improve safety.

## Value Delivered



The final delivery offered the client a report with twelve (12) manual processes with the potential for automation.

It was advised by Gain & Co to combine the automation of three of the processes to increase the potential gained by automation.

Combining packing, palletizing, and intralogistics would reduce the total manual workload from 15 FTE to 3 FTE, a reduction of 80%.

In general, Gain & Co considered the screened production activities to have a high potential for automation, which will lead to higher productivity, improved work environment, and relieving human workers from current tasks.

# Case Study



Food &  
Beverage

# GAIN & CO

Automated end-of-line for a beverage production company

## Background



The client sought Gain & Co's advice on how to best increase their end-of-line production capacity while relieving their employees of manual and repetitive packaging and palletizing tasks.

Client's end-of-line production process consisted of a series of manual packaging and palletizing tasks, including erecting cardboard boxes, packaging packed beverages into said cardboard boxes, and labelling and palletization of these boxes.

Doubling production while sticking to manual processes would have severely impacted existing employees' workload.

## Gain & Co's Role



Gain & Co suggested partial or total automation of the processes, initially focusing solely on relieving workers of manual handling while increasing production capacity by automating the process of erecting the boxes and packing them with the beverages.

Gain & Co virtually visited the client's site and conducted a thorough analysis of the current packing task in order to:

- calculate the potential savings of total and partial automation of the packing process
- prepare a complete set of functional requirement specifications describing the tasks and the key functional limitations relevant to potential suppliers
- conduct a market analysis on behalf of the client

Our team shortlisted and identified several automation solution suppliers capable of delivering the requested solutions. Most of these suppliers were unknown to the client, the newfound variety providing them with greater scope to get the best solution out there at the best price.

## Value Delivered



Our work identified strong benefits achieved by automating the current packing process. The final delivery offered the client the list of six (6) identified suppliers, the most relevant for the specific automation solution.

The calculation of the potential savings revealed, that the boxes the client used in their end-of-line process were costly due to the easiness with which they could be manually erected.

By automating the end-of-line processes, the client would be able to switch to an alternative box type, which is estimated to save at least 50% of the costs of their cardboard boxes without quality or sustainability being compromised in the process.

In fact, due to their construction, the new boxes would likely have a more positive sustainability profile compared to the ones currently being used.

The potential for automation in end-of-line that was uncovered was exceptionally high, bringing a positive business case within 8-15 months