

Frozen Food Manufacturer Implements Flex Scheduling to Reduce Overtime Spend

Case Study

OVERVIEW

Global CPG Manufacturer based in Wisconsin, with approximately 650 employees across 3 departments. The factory operates 24/7, producing different SKUs (product types) with diverse ingredients, across 13 production cost centers. To meet the production demands, employees are divided into two Crews, and scheduled in two 12-hour shifts across ~60 positions.

THE CHALLENGE

Many CPG Organizations experience acute supply chain volatilities. For example, a delay in receiving certain ingredients means:

- Delaying shift start, creating a domino effect in planning
- Pivoting to a different production scenario, disrupting schedules
- Shutting the line down temporarily, displacing planned staff

The result of Labor planning was situations where on some days, there was an oversupply of qualified labor and on other days, there was a shortage:

- Employees were reassigned to unplanned, non-production tasks on days when extra labor was last-minute. (i.e. increased Indirect costs)
- On days there was an undersupply, the gaps in the plan were patched with costly overtime, often with the side-effect of employee churn due to mandatory overtime.

HOW INDEAVOR HELPED

For FY 2023, this CPG embarked on a mission to reduce spend on overtime (accounting for over 10% of total hours at its peak) through the introduction of “Flex scheduling”. This was done in two parts:

- Realigning weekly schedules based on production needs while flexing employees' weekly workdays and regular days off to match needs on a given day of the week.
- Allowing Employees to provide their availabilities – and preferred working days – to better match employees' needs to those of the factory.

With the use of Indeavor's proprietary Scheduling Method Builder and Employee self-service mobile applications, they were able to see significant material and time savings.

- Employees get better control and visibility of their schedules, from the comfort of their homes, by accessing available opportunities and vacation balances through the Mobile app.
- Overtime schedules can be quickly generated and adjusted with subsequent volatilities using dedicated business logic algorithms.
- The resulting labor plan is accurate and is promptly available to hourly workforce upon posting.
- Performance can be tracked via Indeavor's out-of-box Monthly KPIs, one of which is Overtime utilization.



650+



Global



Food Manufacturing

RESULTS

50%

Reduction in monthly overtime utilization

2

 Hours

2

 Minutes

Decrease in schedule creation times