

Rapid Growth Necessitates New Strategy for Pet Food Flavoring Manufacturer

A leading manufacturer of nutritional pet food enhancements and palatables (flavorings) experienced rapid growth as a result of increased marketing efforts. This escalated demand identified serious capacity constraints at the primary manufacturing and distribution facility.

Main Objective

The client needed a strategy that would encompass all aspects of their operation and ensure that they would not grow beyond their means to deliver. With a five-year plan in place, the company required consulting expertise to show them how to reach their goals.

Customer Results

A holistic view of the entire organization identified the relationships between operational challenges and improvement opportunities. The customer received a specific process blueprint for alleviating their immediate capacity issues, as well as actionable recommendations for meeting their long-term strategic goals.

Process Description

- **Preparation** — MAVERICK’s operational consulting team met with the client to discuss the direction of their organization. By identifying the people, processes and technologies currently in place, the team was able to create an accurate “snapshot” of the operation, and use this as the basis for moving forward efficiently.
- **On-Site Assessment** — Once MAVERICK built this solid foundation, it began gathering detailed information through a series of interviews and observational sessions. The team utilized its experience across a range of related applications to gather, review and analyze the collected data.
- **Analysis** — Based on the data gathered during the preparation and on-site assessment phases, the team then began a thorough analysis that included root cause, cause and effect, risk identification and assessment, SWOT evaluation and ROI calculations.
- **Recommendations** — The conclusions of the analysis allowed MAVERICK to present the client with 22 separate recommendations. These included special projects, ordered by priority and ROI, which encompassed industrial automation as well as strategic and information technology initiatives. These recommendations became the client’s “roadmap for success.”
- **Implementation** — MAVERICK assisted the client in ensuring successful and efficient implementation of the strategies and recommendations.

MAVERICK’s clients receive more than just recommendations. They receive the tools and the knowledge to drive business value for years to come.



Suggested	Improvement
x	Reduce dry mix times.
	Install larger hopper after Dry Blend mixer so entire blend can be started as soon as mixer is emptied into hopper.
x	Alternate breaks in Dry Blend so process does not shut down.
x	Permanently fix Dry Blend feed screw and use for both bags and super sacks.
x	Install equipment for gravy mix in separate room at Petra.
	Develop a common fat reaction instead of individual reactions for each batch. Produce needs of required fat reaction at one time.
x	Measure moisture level of meat before grinding to make adjustments in Liquid Process recipe values.
x	Automate pH and moisture control to reduce time making adjustments.
x	Get larger grinders to grind entire pallet of frozen meat instead of breaking apart.
x	Automate Liquid Process to allow equipment control and recipe management.
x	Measure degree of hydrolysis instead of using fixed process time.
x	Install larger fat tank to reduce possibility of running out of fat.
	Have the grind ready to start when tank becomes available when tank becomes available.
x	Stage Liquid Process ingredients so LP operators can keep process going.
	Use 2000 gallon batch tank to make smaller batches.

Project Roadmap

Savings Area	Suggested	Improvement	AFB	Maverick
1 Dry Blend	3	Reduce dry mix times.		x
2 Dry Blend	1	Install larger hopper after Dry Blend mixer so entire blend can fit in hopper. New blend can be started as soon as mixer is emptied into hopper.	x	
3 Dry Blend	2	Alternate breaks in Dry Blend so process does not shut down.		x
4 Dry Blend	4	Permanently fix Dry Blend feed screw and use for both bags and super sacks.	x	
5 Dry Blend	10	Install equipment for gravy mix in separate room at Petra to reduce changeovers.	x	x
6 Liquid	8	Develop a common fat reaction instead of individual reactions for each batch. Produce needs of required fat reaction at one time.	x	
7 Liquid	10	Measure moisture level of meat before grinding to make adjustments in Liquid Process recipe values.	x	
8 Liquid	11	Automate pH and moisture control to reduce time making adjustments.	x	x
9 Liquid	12	Get larger grinders to grind entire pallet of frozen meat at once instead of breaking apart.	x	x
10 Liquid	16	Automate Liquid Process to allow equipment control and recipe management.	x	x
11 Liquid	18	Measure degree of hydrolysis instead of using fixed process time.	x	
12 Liquid	7	Install larger fat tank to reduce possibility of running out of fat.	x	
13 Liquid	19	Have the grind ready to start when tank becomes available instead of getting ready when tank becomes available.		x
14 Liquid	4	Stage Liquid Process ingredients so LP operators can keep process going.	x	
15 Liquid	15	Use 2000 gallon batch tank to make smaller batches.	x	

Qualified Volume Increases

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