

INDUSTRY > Brewing Industry



OPERATOR-CENTRIC BREWING

THE HIGHLIGHTS

As the third-largest brewer in the US faced declining market share and rising unit costs, Zinata stepped in to establish a brewery closer to growth markets. Challenges included **strategic differentiation, integration of people and processes, and significant cost reductions.**

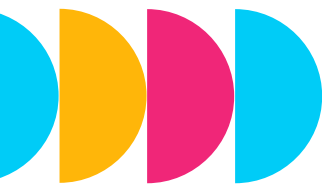
Zinata implemented a mature lean capability strategy, emphasizing a flat organizational structure, performance management, and actionable information systems. **Highly automated operations and seamless processes were integrated** to achieve consistent manufacturing processes and enhance productivity. The result was operator-centric plant design, rapid production ramp-up, achievement of cost and performance objectives, and continual improvement in quality and key metrics over time.

THE HEADLINES


3x

Productivity Increase

**All Business and
Performance
Metrics Were Met**



THE DETAILS



SITUATION

As the third-largest brewer in the US, the client faced declining market share, resulting in **rising unit costs and reduced funds for marketing**. To align cost structures with main competitors, the goal was to establish a brewery close to growth markets.

PROBLEM

- Strategic differentiation in quality and service within the marketplace was lacking.
- Integration of people, processes, technology, and plant into the existing product supply network was challenging.
- Significant reduction in unit costs and productivity improvement were required.

SOLUTION

Zinata implemented a mature lean capability strategy, developing a flexible, responsive, multi-skilled plant operating model. This involved value stream and process mapping, emphasizing a flat organizational structure for strong ownership. A **Performance Management Plan** was devised to foster accountability, coupled with training and continuous improvement initiatives. Actionable information systems were introduced for real-time data. **Highly automated operations ensured consistent manufacturing processes**, allowing operators to focus on high-value activities. Lastly, **seamless processes and information access were achieved** through careful business process and systems design.

BENEFIT

- Operator-centric design
- Quality at source, autonomous maintenance, and embedded continuous improvement.
- Threefold increase in productivity
- Maximum production capacity was achieved within the first four months of operation.
- Quality and waste were maintained at unsurpassed levels



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