

PROJECT BRIEFING

FACILITY PLANNING

"The project has successfully resulted in process improvements and strategic planning for a new bacon facility. With the completion of this project, we are now able to finalize a Bacon Business Unit Business Plan, which will allow us to strategically align ourselves in our core marketing area."

Director, Facilities/Engineering
Hatfield, Inc.

Project work completed in partnership with Ben Franklin Technology Partners of Northeastern Pennsylvania and the Enterprise Systems Center of Lehigh University.



PROJECT SUMMARY

Hatfield Quality Meats is a family owned regional pork producer. In an effort to increase production capacity and sales, Hatfield was interested in short-term improvements of their bacon processing operations and development of a strategic plan that would include possibly building a new processing facility.

PROJECT DESCRIPTION

ESPI personnel began by identifying and documenting improvement opportunities in order to enhance throughput, customer service and quality, while reducing costs. The project team analyzed the operation through time studies, interviews and extensive observations.





The project progressed with investigation of supply chain requirements. Team members collected input from customers, suppliers, and Hatfield personnel that yielded a detailed picture of the company's ongoing requirements.

After completing the preliminary investigation, the team constructed production process alternatives. A simulation model of the current operation revealed that throughput could be increased by 13% by eliminating bottlenecks and constraints.

Finally, a planning tool that allowed Hatfield to conduct "What If" analysis on space, equipment, and labor requirements was developed. The use of this tool in conjunction with the simulation model provided an optimum projection of current and future requirements for the operation.

Based on the project team recommendations, Hatfield decided to defer building a new facility until the business plan was finalized, thereby avoiding millions of dollars in an uncertain and flawed expansion plan. The new strategic planning process was modified to evaluate other business units. Hatfield is now beginning to implement various improvements that will yield them significant, profitable returns.

RESULTS

-  Reduced capacity constraints and identified the potential to realize nearly \$2 million in increased revenues.
-  Achieved \$200,000 in product yield increases.
-  Established a business plan model that is now used for other units.
-  Established a planning tool to determine operational space, equipment, and manpower needs.

