



## Background

**Company:** Sunny Delight Beverage Company (SDBC) located in Dayton, provides high-quality: Warehousing, pick & pack, assembly, fulfillment, labeling, packaging, freight forwarding, returns processing, and shipping.

**Industry:** Beverage Manufacturer.

**Profile:** \$40 Million Dollar local economic including payroll and supply base. Holds long-term relationships within the beverage industry.

**Goal:** To increase their market share in the Beverage Industry which would also allow more products to be added and reduce the rising material costs while increasing the capacity to sustain jobs.

### Who contacted the County:

Marc Hannon-White  
Sunny Delight Business Consultant

**Area of expertise** – Beverage Manufacturer. Local supplier sources for key components including bottles, corrugation materials and logistics services.

## Challenges

### Sunny Delight Beverage Company, Dayton location:

- Lacks Lean Six Sigma Problem Solving Skills
- Flat-lined Productivity
- Eroding Competitive Edge
- Loss Of Market Share Due To Low Productivity Cost
- Excess Inventory Occupies Valuable Manufacturing Space and
- Slow To Respond Quickly To Opportunity
- Reducing the "change over" process which includes shutting a machine down to change a bottle size.

## Approach

**Team:** Marc Hannon-White, *M. Hannon-White and Associates, LLC*, Gabe Lavigne, *WDB Chair*, Kevin Kurdziel, *Director, Middlesex County Office of Workforce Development*, Diane Seavers, *Deputy Director, Middlesex County Office of Workforce Development*, Kathaleen Shaw, *Middlesex County Office of Economic and Business Development*, Earl Wiggle, *former SDBC Plant Manager*, Joe Cartier, *Continous Improvement Manager*, and CMB Global Partners, *Training Provider*.

### SDBC Action Plan:

- **White Belts** (Awareness) provided all team members an introduction.
- **Yellow Belts** (Active Participant) learned about and participated in Lean Six Sigma (LSS) processes like the Daily Visual Management System, Standard Work playbooks, Kaizen Events, etc.
- **Green Belts** (Engaged Leaders) are proficient at using basic LSS to improve processes. These are the leaders of the operation. They go beyond understanding the principles and regularly use tools and methods to improve processes.
- **Black Belts** (Lean Six Sigma Technical Expert) are technical experts. They help others in creating leaner processes and are part of improvements that deliver real business impact.
- **True Blue Belts** (Strategic Leaders) are certified business champions of LSS. They have the experience, knowledge, and drive to make their business area globally competitive.

## Results to Date

- As a result of the Lean Six Sigma Business Management System, every worker received an industry recognized credential.
- Since embarking on the Lean Six Sigma journey, the plant has begun to standardize production by incorporating the Six Sigma principles.
- The "change-over" process includes shutting a machine down to change a bottle size. Previously, it took 35-40 minutes to complete the "change-over" process; however, it now takes 15-20 minutes. This one "change-over" process allows 110 BPM for 128oz up to 250 BPM for 40,56 & 64oz.

## Key Findings and Other Considerations

- The County resource team takes pride in offering the Business Portal, CoStar real estate tools, employer hiring tax savings and a network of resources at no or nominal cost that businesses can tap
- Partnering with Middlesex County can help companies get the resources they need to evaluate internal growth, suitable facilities, location, purchase vs. lease options, tax incentives, program eligibility
- SDBC saved a substantial amount of time and money and gained additional revenue by using the County's IWT resources
- By educating the business community about the County's resources and services, Middlesex County as a whole will benefit and prosper