



## OPPORTUNITY

A mid-sized food service produce company sought to expand into retail value-add produce products, despite having little experience in producing ready-to-eat items. This endeavor presented unique challenges such as handling smaller SKU sizes, multiple containers, tighter margins, stricter regulations, and shorter order lead times.

## PLAN

KESI developed a comprehensive plan in collaboration with the client to enter the new retail product segment and achieve profitability. This included evaluating the business structure and formulating a sustainable rollout plan covering intro strategy, SKU costing models, and capital investments.

Upon the client's request, KESI implemented the plan, creating detailed Scopes of Work (SOWs) and presenting multiple solutions to the client's executive team. Weekly meetings ensured successful equipment startups and budget achievement for each project.

KESI also worked closely with the sales team and warehouse personnel to minimize startup issues through a well-developed product rollout and delivery plan.

## CHALLENGES

- The supply chain crisis caused delays in equipment delivery and installation, resulting in higher labor costs for the client's new product market entry.
- Insufficient involvement of mid-level management in driving changes on the production floor hindered the implementation of improvement measures during the crisis.
- To address labor costs and improve fill rates, KESI focused on employee training and establishing measurable hourly expectations. This required collaboration with executive management and production leads.

## OUTCOME

Our client successfully entered the retail produce marketplace through effective strategic planning, smart investments, and establishing key positions within the organization.

This led to a robust product launch and consistent growth. Within 6 months of launch, the ready-to-eat direct-to-retail products contributed over 10% to the client's overall volume and accounted for more than 15% of their total revenue.

**10%**  
Increase in New  
Business

## OUR PROCESS

IDENTIFY



PLAN



EXECUTE



SUSTAIN