

## Impact Story

# Capacity Increase Challenge

Building a decision-ready roadmap to scale capacity for 2030 demand embedding an industrial vision and performance mindset

A growing demand, a finite footprint, and decisions that could not wait.

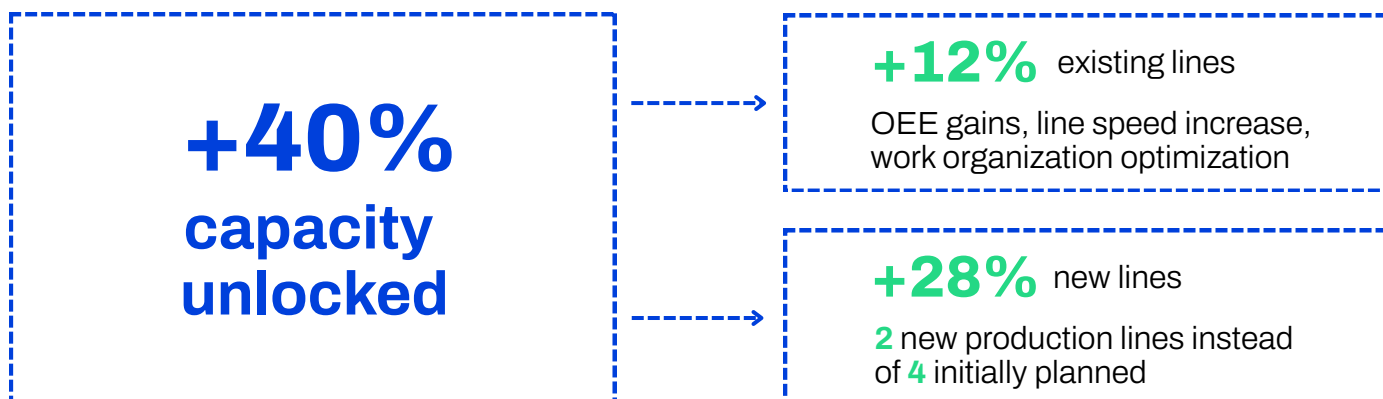
A leading food manufacturer faced a simple challenge: based on both conservative and optimistic demand scenarios for 2030, demand could increase from 100 million units in 2025 to as much as 150 million units by 2030.

However, increasing capacity was not simply a matter of adding new lines. OEE losses, workforce availability, storage constraints, changeovers and layout limitations all influenced the plant's true production potential.

The key question became: **how much capacity can be recovered from existing production lines, where is new equipment unavoidable, and which scenario gives the plant enough room to grow without overcommitting CAPEX, OPEX or execution risk?**

|                               |                          |                            |                            |
|-------------------------------|--------------------------|----------------------------|----------------------------|
| <b>11</b><br>production lines | <b>4</b><br>technologies | <b>350</b><br>product SKUs | <b>160</b><br>direct labor |
|-------------------------------|--------------------------|----------------------------|----------------------------|

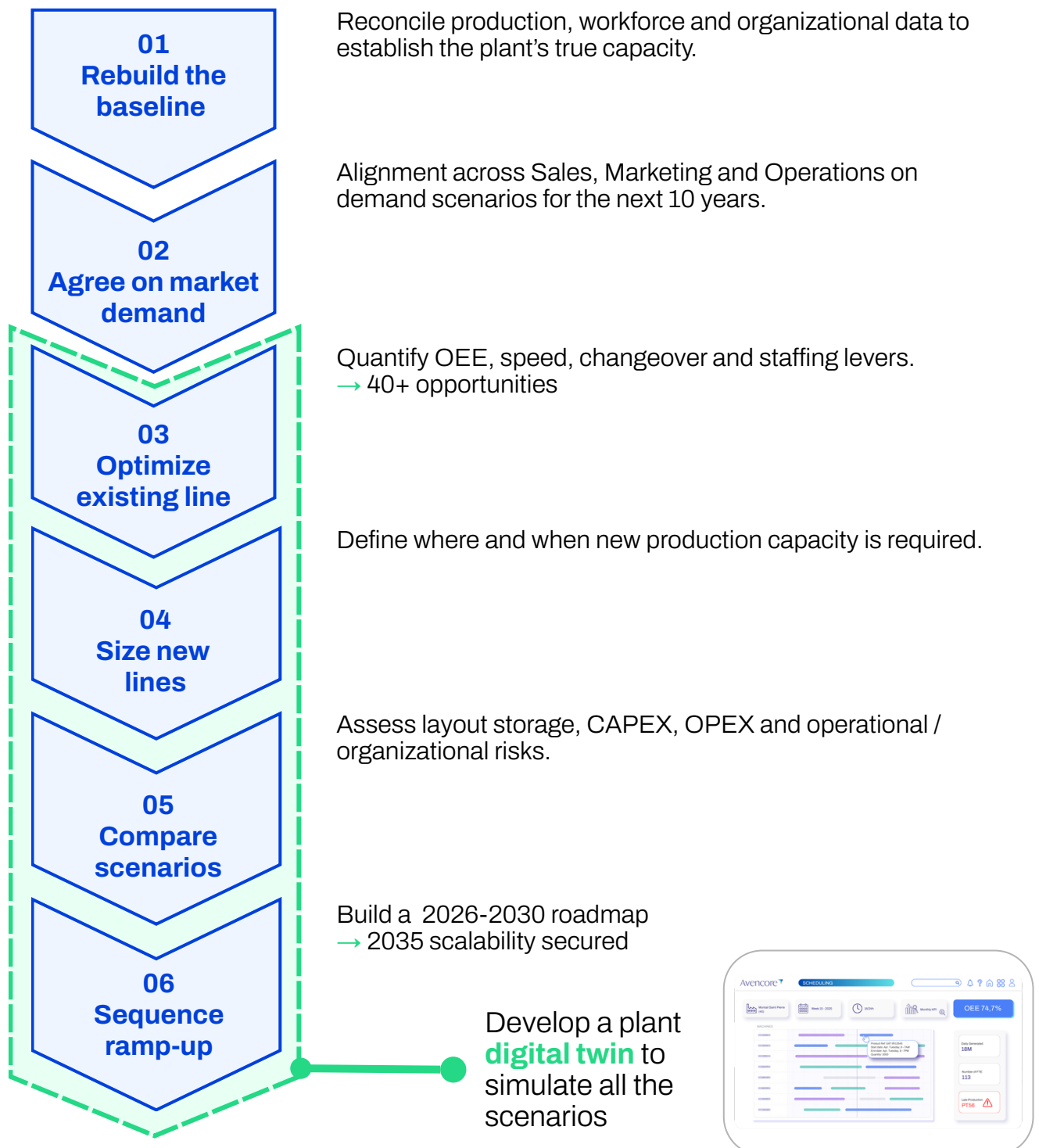
## Results



## Avencore Approach

Start with the reality of plants, then make the investment discussion decision ready.

Avencore started from operational reality. Production data was consolidated, bottlenecks were quantified with plant teams and capacity scenarios were translated into concrete performance improvement, staffing, storage and investment decisions.



## Practical Outputs

Concrete evidence supporting decisions and execution

### Capacity model

- ✓ A simulation logic connecting demand, product mix, line allocation, opening time, line speed, changeovers and warehousing.

### Opportunities portfolio

- ✓ A quantified portfolio of line performance, changeover, maintenance, staffing and bottleneck-removal levers.

### New capacity assessment

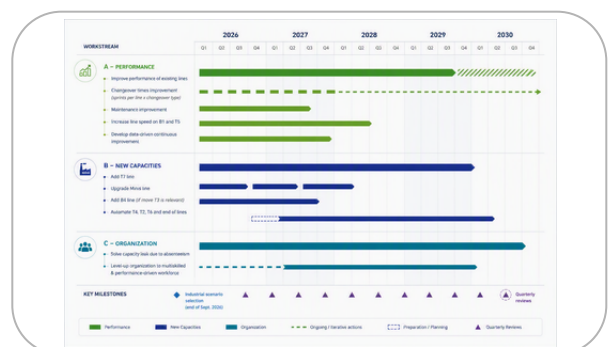
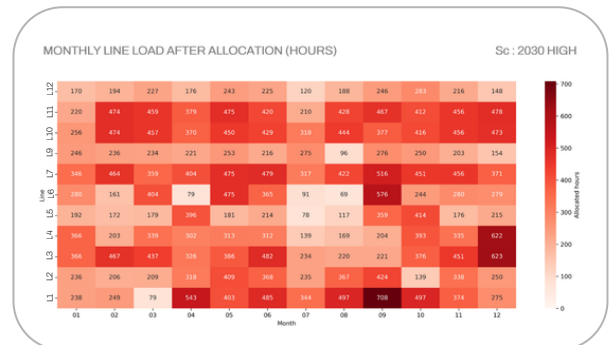
- ✓ A multi-criteria analysis of additional required production assets to meet the demand (technology, CAPEX, layout, etc.).

### Scenario scorecards

- ✓ A comparison of industrial options across CAPEX, OPEX, storage, scalability, reversibility and execution risk.

### Ramp-up roadmap

- ✓ A 2026-2030 implementation roadmap combining performance, new capacities and organization.



“The challenge was not only to produce more. It was to decide what to improve, what to build, when to invest without locking the plant into the wrong industrial setup.” - **Plant General Manager**

## Key Learnings: From Observations to Solutions

Fragmented production data made capacity decisions difficult

Established a single source of truth and a shared capacity baseline

Significant capacity remained available on existing assets

Identified performance, changeover, maintenance and workforce levers before considering new CAPEX

Workforce shortages had a direct impact on effective capacity

Integrated staffing considerations into the ramp-up strategy

Storage constraints could become a bottleneck before production capacity

Assessed storage optimization and expansion scenarios alongside production investments

Multiple industrial options existed with different risk and cost profiles

Compared scenarios across CAPEX, OPEX, scalability, reversibility and execution risk

Future capacity requirements were highly dependent on demand and product mix

Developed a digital factory model to support ongoing investment and ramp-up decisions

- Growth Strategy
- Performance Improvement
- Acceleration & Transformation
- Data Science & Industrial AI

