

90-Day Manufacturing Turnaround

A Documented Case Study

From cultural breakdown to high-performing operation — \$2.1M+ value created

The Bottom Line

12-month documented results — Ontario SME manufacturer

-66%

Annual Staff Turnover

65% → 22%

turnover rate

-79%

Customer Complaints

24/mo → 5/mo

complaint volume

+63%

Gross Margin

19% → 31%

relative improvement

**\$2.1M+ Annual Value Created · 9-24 Month
Typical Payback**

Why Ontario Manufacturers Can't Wait

The Pressure Is Real

Ontario manufacturing GDP projected down 8% in 2026
— most impacted sector in the province

57,700 manufacturing jobs at risk from US tariff pressure

SMEs squeezed: rising input costs + shrinking US export demand

Owners cutting capex — but internal waste is the fastest lever they control

The Survivors Will Win

\$150M Ontario Together Trade Fund — available to SMEs pivoting now

Manufacturers who tighten operations during the crisis emerge with lasting competitive advantage

Act in 2026 while competitors are frozen — or be the one left standing

What We Walked Into

65%

Annual Staff Turnover

Operational knowledge walking out monthly. No retention system in place.

24/mo

Customer Complaints

Quality failures driven by zero standards and no accountability chain.

19% GM

Compressed Gross Margin

Waste everywhere — scrap, rework, idle time untracked and unaddressed.

Zero

Operator Voice

Floor team ignored for years. Workarounds normalized. Morale at rock bottom.



Informal Power Structures

Long-tenure staff holding the operation hostage. Change blocked at every turn.

—

Exhausted Leadership

Tried everything. No system, no follow-through, no sustainability.

The Resistance Problem

Every turnaround hits the same wall on Day 1. Here's how we handle it.

Senior engineer. 20+ years. Storms in.

**"Don't you think you can
teach me anything!"**

— fist on desk

My response: "You're a senior engineer. I need to learn from you."

Outcome: Made him Process Master — set certification exams, his name on docs, presented awards. Resistant → advocate.

Why This Matters

Every team has a gatekeeper — the long-tenure person who will test you on Day 1.

Most consultants try to go around them. We go through them — by making them the hero.

This is not HR theory. It is the fastest path to floor-level buy-in — and the fastest path to results.

Trust on the Floor — Then Quick Wins

Week 1

Floor Presence

2-4 hrs daily on production
One-on-ones with every team lead
Listen before suggesting anything

Week 2

The Quick Win

Operator flagged 2 redundant glass
handling steps for years —
management ignored it.
We called the client. Confirmed.
Removed immediately.
Credibility: established.

Weeks 3-4

Momentum Builds

Daily cell-level meetings
15-min supervisor stand-ups
Complaints start dropping
— Week 3 onwards

Deploying the System

5S Rollout — Front to Back

- Station layout redesigned with operator input
- Tool locations standardized and visual
- Start/end-of-shift checklists assigned by name
- Machine maintenance status visible to entire floor
- All elements documented into ISO-standard SOPs

- Senior management audits weekly
- Winning team: trophy + photo + recognition

Daily SQDCIT Board

- Safety · Quality · Delivery · Cost · Inventory · Teamwork
- Updated by supervisors every shift — visible to all

1-2%

weekly efficiency improvement
sustained across Weeks 5-8

When You Have to Make the Hard Call

The Situation

Long-tenure operator held sole knowledge of a critical vacuum forming machine. Adamant about not documenting. Holding the operation hostage.

Actions Taken Before He Left

Secured outside contractor on standby
Got engineer buy-in for documentation
Cross-trained backup operators
He left without notice — as expected

Outcome

Process documented.
Backup operators trained.
Production: uninterrupted.

The machine that was a liability became standardized, teachable, and transferable.

This is what decisive management looks like.

People Who Own the Change

Promotions That Changed Lives

Team lead → Supervisor

5S operator → Quality Supervisor

Senior engineer → Junior Production Manager

Visible to all 330 people. The message was clear: perform and grow here.

The "Aha" Moment

All 330 workers began running their own daily morning huddles — group exercise, their own agenda, without being asked. Late-comers became self-evident.

Systems Built for Sustainability

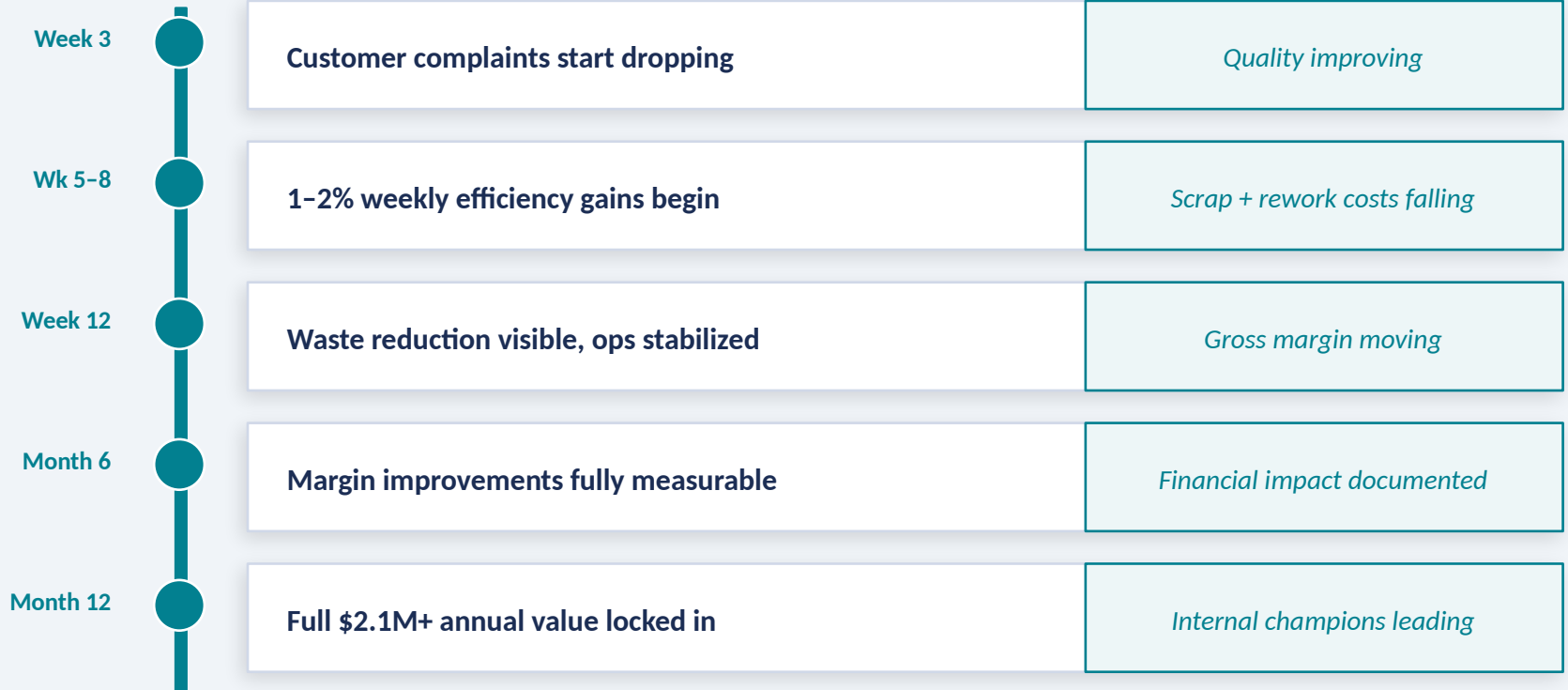
Skills matrix tied to pay raises

ISO documentation + all SOPs

Dashboards for all KPIs

Audit schedule with named owners

When You See the Money



12-Month Results

-66%

Staff Turnover

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annual turnover rate

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Gross Margin

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gross margin improvement

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Before & After — The Full Picture

Before

Shy, fearful operators — never spoke up

Informal power = long-tenure staff in control

Reactive management — firefighting every day

Illogical workflows no one dared to question

No documentation — knowledge walking out door



After

Engaged team running their own daily huddles

Formal accountability: skills matrix + pay scale

Proactive problem-solving at every level

Standardized, lean, ISO-documented SOPs

Full training library, dashboards, audit system

What an Engagement Looks Like

01

Rapid Operational Clarity Session

Half day on-site

\$1,500-\$2,500

- Walk the floor with your leadership
- Identify your top 3 profit leaks
- Written findings delivered same week
- Fee credited fully to any project

02

Transformation Project

60-120 days

Project-based fee

- 5S + lean deployment
- SQDCIT visual management
- Leadership development
- ISO documentation

03

Monthly Retainer & Accountability

Ongoing

Monthly retainer

- Monthly audit visits
- KPI dashboard review
- Coaching for internal champions
- Sustainability guarantee

Let's talk about your operation.

The Rapid Operational Clarity Session — a half-day on your floor — is the fastest way to see exactly what's costing you, and what it's worth to fix it.

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