

Glen Copack – 2021 Year in Review

By Wendy Shutter, Director of Business Services



Staffing, shipping, and shortages... the three s's that dominated the conversations in every business. We were not immune to these hurdles, in addition to the ongoing ebbs and flows of the COVID pandemic. Throughout it all, I'm proud of the Glen Copack team and their perseverance through this storm. We can easily qualify our successes by the data. But what how do you compare data when every year has been so extraordinarily different? From 2018 to 2019, we changed our contract and pricing models for all our customers. In 2019, we completed a 9-month construction project that included a complete redesign of our warehouse and the creation of two new kitchens (one for wet productions and

one for dry). Then there was 2020. Something everyone will remember. So, when we look at 2021, how do we review the year? Somehow the data still seems the easiest way.

Units Produced

Removing 2019 (the construction year) from the equation, Glen Copack has steadily increased its volume from 2018 to 2021. Averaging a 3% increase in volume every year. Though this may seem small (most companies look for 10% or higher growth in production), the positive trend across all the hurdles has been remarkable.



Customers

The data on our customers is even more promising. We have had customers come and go over the last 4 years, but the total trend has always been positive. In 2021, we worked with 23 customers representing 70 different products. This is an average yearly growth of 15% in total customers and a 20% growth in the variety of products we produce.

Production Days

The final area that is the definition of a successful manufacturing-based company is productivity rate. In Copack we measure this by active jobs per day. With such a diverse set of customers and products, single orders alone are not a good unit of measure. One customer's production may take one day to complete, while another is a multiple day event. The Glen Copack restricted area can support three or more active jobs per day. Our areas include both kitchens (wet and dry) as well as a pre/postproduction area that is configured based on demands. Using these available areas as our capacity for production, we regularly monitor the number of days a space is active vs idle. Of all our measurements, this number presents the brightest moment in 2021. Our areas have reached utilizations as high as 70% in 2021, exceeding any numbers in the years prior. Combine this with our ability to adjust our crew sizes to meet production schedules, 2021 has been our most successful year in productivity.



Conclusion

Our successes, whether they were large or small, did not happen overnight or in a vacuum. It's taken changes in our core philosophies and embracing lean approaches to continue our upward trend. These changes have been built on a dedicated team that has stayed with us through these last four years and remained open to change. All our ambitions of the 2016 Glen Copack Business Plan may not have happened in the time frame we had hoped, but the journey continues to be successful and for that we are very thankful.

