



PROFESSIONAL SERVICES

Riv/Crete Ready Mix

Operating three concrete batch plants with over 60 ready mix trucks, Riv/Crete is a family-owned ready mix company based in Milwaukee.

The Challenge

With eyes on growth, Riv/Crete aims to not only manage an additional batch plant, but to operate all their facilities smoothly while maximizing order output. Firefighting day-to-day hiccups continued to take time away from the organization's focus on leveraging their automation tools to their full potential. Riv/Crete sought a partner to help realign their team toward efficiency and bring the most out of the tools they already had in their pockets.

The Solution

Relying on their existing partnership with Command Alkon, Riv/Crete reached out to Colton Flint, Senior Business Consultant at Command Alkon, to conduct an operational assessment.

A week-long engagement, the assessment reviews key roles in the quote-to-cash process including dispatch, operations, sales, quality control, billing, and human resources. Throughout the assessment, Colton coaches system users to ensure best practices are implemented while facilitating training

at all levels of the organization to develop and improve skillsets within the organization. Before identifying these recommendations, consultants work alongside employees to conduct detailed interviews and data analysis to provide solutions tailored specifically to their operations.

Riv/Crete's plan to operate under a centralized dispatch system wasn't breaking through. Identifying



LOCATION
Milwaukee



PROJECT TYPE
Professional Services



RESULTS
13% yardage increase
(Annual)

simpler workflows, the operational assessment determined that the best approach was to restructure the dispatch team's roles and responsibilities while prioritizing certain product features to fast-track Riv/Crete's growth. This approach, which included a few on-site visits, allowed the organization to first grapple with smaller, quicker wins so that they could then turn to larger, functional impediments with more attention.

The Result

Colton, with years of experience in various dispatch settings, identified direct areas of impact. Up by 13% in yards delivered per year, Riv/Crete has spent less on labor now that they've simplified dispatch processes and made staff schedules more concise. Since they began their assessment, Riv/Crete's driver labor cost has lowered 1.5% per year. For context, one percent works out to roughly \$100K in savings. "This year has been particularly good because of the increased volume we've been able to produce," said President of Riv/Crete Mike Rivecca. Before implementing the assessment recommendations, Riv/Crete's dispatch team was comprised of four people in a room with unstructured jobs. Some people were managing heavier workloads than others. Each position in dispatch, as well as other departments, now have written job descriptions that outline roles and responsibilities. Standard operating procedures were also written to support training and serve as a reference in certain situations. "As a result," said Mike, "we are more consistent and operate from a play book rather than doing things on the fly." Riv/Crete was previously scheduling drivers by pad and paper because they hadn't fully collaborated their Driver Call Out program. Important order details (mix numbers, yardage, slump, and addresses) weren't always documented, which led to same-day delivery cancellations. Today, all of the company's orders are complete and confirmed the day before while rarely accepting will calls.

"This has dramatically reduced errors and same-day cancellations, leading to increased driver productivity and more sales," said Mike.

Through this meticulous assessment, Riv/Crete has become a champion for data analysis. Insights

around driver performance, delivery speed, and job profitability, allow Riv/Crete to make sound decision making and ultimately keep their trucks on the move.

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"The assessment has been a way to leapfrog forward a couple years without having to actually spend a couple years," said Mike. "We're trying to get to a point where we get another plant, which will create a whole new group of opportunities that will need attention. But shaving unproductive time has moved us closer to our goals."

What's Ahead

The partnership between Riv/Crete and Command Alkon has driven a culture of continuous improvement within the company. Colton's Operational Assessment and subsequent initiatives have empowered Riv/Crete to strategically plan for the future, attracting and hiring key personnel to support their growth objectives. By focusing on eliminating non-productive time, Riv/Crete has achieved increased operational efficiency and enhanced profitability. Moreover, the transformation to a company that is now data-obsessed reflects Riv/Crete's commitment to constantly optimize their processes. While their ambition to become an industry leader laid the foundation for their success, the expertise provided by Colton has played a role in helping Riv/Crete realize what their goals are and determine strategies to work towards them. Through their collaborative partnership, Riv/Crete has emerged as a trailblazer in their industry, continually improving and setting new standards for excellence.



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