

Case Study

How an industrial bakery manufacturer turned training into a 1,705% ROI

What changes when training stops being a checkbox
and becomes an operational standard



In 2022, an industrial bakery manufacturer came to Intertek Alchemy with a training problem that will sound familiar to a lot of other manufacturers: completion was low, injuries were trending in the wrong direction, and the connection between what workers were being trained on and what was actually happening on the floor was hard to prove.

Training completion that year sat at just under 16%. The facility recorded 29 OSHA recordable injuries.

Four years later, completion is at 88.49%. Recordable injuries are down to 10.

That arc—slow at first, then compounding—is what a real safety culture looks like when it's being built from the inside out.

The before

At the start of the engagement, training wasn't a unified system. It was an intention. Completion rates below 16% don't just mean workers aren't clicking through courses; they mean accountability gaps, inconsistent reinforcement across shifts, and a facility where the gap between documented procedures and actual floor behavior is wide enough for injuries to fall through.

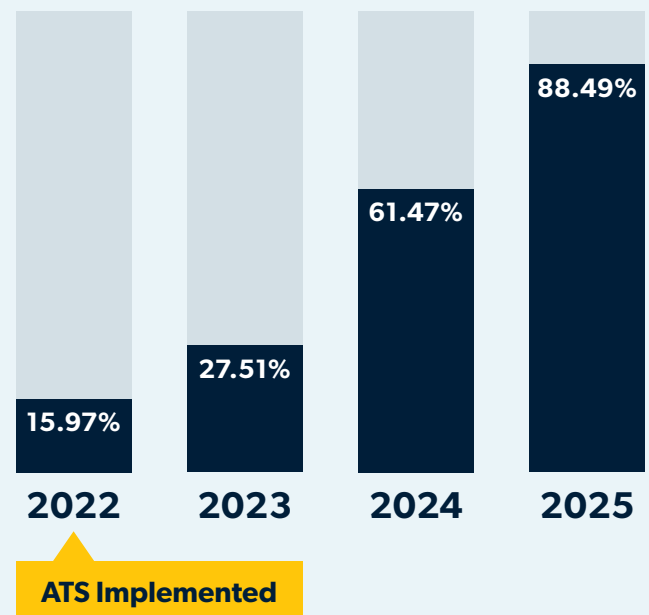
For a company with 180 employees, twenty-nine recordable injuries in a single year is not just a safety number. In bakery and food manufacturing operations, where injury severity tends to run lower than broader manufacturing benchmarks, each recordable incident still carries a fully loaded cost of roughly \$45,000 to \$50,000 when direct and indirect expenses are counted. That's workers' compensation, lost time, investigation, retraining, and the slower, harder-to-measure drag on morale and supervisory attention.

The baking manufacturer knew the risk. They chose to act, adopting the Alchemy Training System to bring structure and accountability to their training program.

The solution

What followed wasn't a single initiative, it was four years of consistent execution. With the Alchemy Training System (ATS) in place, the company had the infrastructure to assign training by role, track completion in real time, and hold the organization accountable to the numbers in a way that their former paper-based processes couldn't.

The completion trend tells the story year by year:



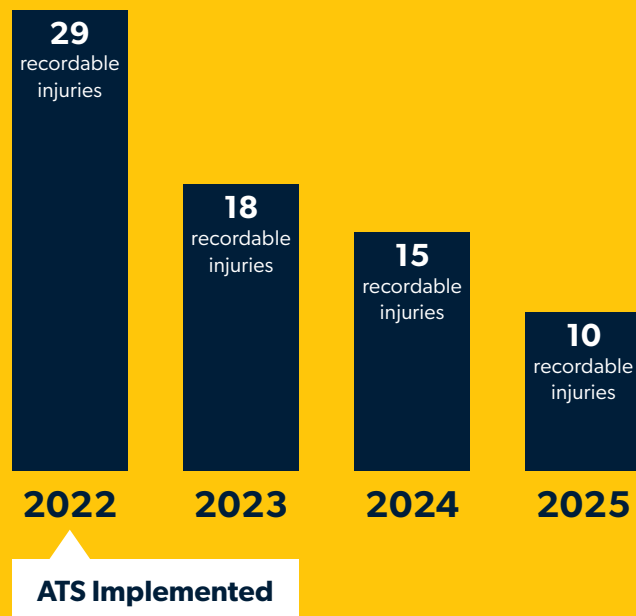
That's not a spike. It's a sustained climb—the kind that happens when leadership treats training as an operational standard rather than a compliance checkbox. By 2024, more than 60% of the workforce was completing required training. By 2025, nearly 9 in 10 workers were.

As completion climbed, the injury data moved in the opposite direction.



The results

As training completion climbed, recordable injuries fell—and the relationship between those two trends is not coincidental. More awareness led to safer behaviors. Safer behaviors led to fewer incidents.



A 65% reduction in recordable injuries over four years. Each year improved on the last. No plateau, no regression, just a consistent, compounding result from a consistent, compounding effort.

Those 19 fewer incidents per year represent more than a safer floor. They represent real, measurable ROI for the business. Using cost benchmarks specific to bakery operations, the estimated savings on those 19 fewer injuries lands between \$850,000 and \$900,000.

Against their Intertek Alchemy investment, the return comes out to approximately 1,705%.

What real ROI looks like

The industrial bakery outlined here is not a large enterprise with a dedicated L&D team and a safety department running parallel programs. They're a mid-size operation facing the same pressures most food manufacturers face: high turnover, shift-to-shift inconsistency, audit exposure, and a training function that has to justify its budget.

What they did (and what the numbers show) is that sustained investment in workforce training has a measurable return. Not eventually. Not theoretically. Over four years, this customer got back more than 17 dollars for every training dollar they spent.

If you're working to reduce injuries, close audit gaps, and build a workforce that doesn't just complete training but applies it on the floor, this is what Intertek Alchemy makes possible.

The Alchemy Training System moves manufacturers from inconsistent completion to verified competency on the floor, giving operations leaders real-time visibility and proof that training is driving safer outcomes.

