Case :
36

Country :
France

Sector :
Food – cacao and chocolate production.

Company :
Worldwide cacao and chocolate manufacturer.

Project Goal :
Improve communication between the 2 production departments as well as between production and maintenance through a system of communication tools and communication meetings.

Type of intervention :
Production : productivity improvement of production processes.
Maintenance : development and implementation of TPM-system.
Improvement interface production-maintenance.
Development and implementation improved 360° management control system.

What did we do?
For Liquid production : We developed a management system with daily reporting providing a better identification of machine break downs and their causes. With this information processes have been reviewed and bottle necks eliminated amongst others by re-defining the structure of the tanks for raw materials as well as finished product.
Also within raw materials volume and pricing have been optimized without influencing quality.
Within the milk department a thorough analysis has been done of available fillingcapacities, which lead to diminishing activities by half all in the while creating the possibility to produce milk chocolate on all lines in the same time.
The complete pre-refining to “conchage” line has been mapped and put into a database per quality, so that better planning has been made possible. Within the production process an optimization of 8% has been reached by re-organizing the occupation rate of the “conches” and the refining procedure. Integration of best practices added an additional 0,5% of savings to it.
For solid production : Standard procedures have been developed for the large number of temporary workers. By means of colour codes the packaging lines were tuned for the best.
A matrix has been set up with roles and responsibilities and for integration of best practices.
Capacities per moulding line have been defined and put at level with the packaging lines which generated a possible capacity increase of 30%.
Optimization of storing space for wrapping products as well as for finalized product.
For spare parts warehouse: Simplification of information and document flow through cancellation of one system and integrating all information in the remaining system. This saved 1 FTE. Within the warehouse, spare parts got a better location following nomenclature of production lines. Safety of warehouse and integration of KPI’s in order to ensure better follow up of articles leaving the warehouse.
For maintenance : Through a risk matrix risk zones per line have been identified. Based on this risk model, preventative maintenance has been set up and structured. Identification and set up of break down history within maintenance. With this history frequency of preventative maintenance has been linked with activities in order to establish a coherent and aimed preventative maintenance planning for the coming 10 weeks. Capacities have been visualized and spread out in a better way over the different departments all the while distributing tasks more evenly based

on capacity and competency of de maintenance people. A 1st and 2nd degree maintenance system has been set up involving the line operator in a more intense way into the first line. The maintenance office got re-located in order to enable active supervision also after maintenance supervision hours.

In General :

A flexibility matrix has been created for evaluation and pre-hiring purposes while creating a "mentor" system.

Electricity consumption has been analyses and deviances made manageable. This generated tangible savings.

Use of temps has been reduced considerably through improved personnel planning in close cooperation with production planning.

Results :

This way parafine for testing fineness has been replaced by sunflower oil with the same properties but with a 97,5% cost reduction.

By adapting production process linked to fineness of refining and prime material variety, a gain of 0,8% in the addition of cocoa butter has been realized.

The formation of grains in the milk chocolate production has been reduced by 90% through implementing specific procedures, an early warning system and best practices.