

Case :

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Country :

The Netherlands

Sector :

Food – Industrial Bakery (frozen products)

Company :

A frozen pastry producer, first belonging to a German group and now part of Nestlé.

Type of intervention :

Productivity improvement.

Interfaces production – maintenance – quality – planning – sales – expedition.

Development and implementation improved 360° management control system.

What did we do?

Expedition :

- After an analytical study of throughput times of the pallets, we implemented the optimal man-hours needed.
- We installed 2 team leaders.

Sales :

- Ideal man-hours level.
- Elimination of double work.
- Development of forecasting tool for future sales, based on historical data.

Quality :

- Transfer of activities to the suppliers.
- Development of tools to follow-up on complaints.

Planning :

- Too many “short runs” in 1 shift. In a first step we developed planning per product (throughput time and crewing levels) We developed a computer program for optimal production in relation to the availability of the people. Unnecessary crewing peaks were eliminated.

Production :

- Optimization of crewing levels and of supervision.