

Case :

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Country :

The Netherlands

Sector :

Food – Toppings

Company :

Producer of margarine, mayonnaise, ketchup, peanut butter etc..

Type of intervention :

Improve machine utilization.

Shift organization.

Production planning.

Communication structure.

Project Goal:

Eliminate fire fighting, implement daily feedback, develop detailed info per product and review reporting information.

What did we do?

- We implemented regular meetings between sales, logistics, maintenance and production in order to eliminate production disturbances (change-over times, combination of recipes, production standards, minimum runs, safety stocks, plan/actual).
- We implemented daily and weekly planning (machine hours and man-hours) and daily production meetings.
- We improved machine utilization
- We installed an extra shift
- First people worked in their own “kingdom”; we developed a central planning (including wrapping material, primary materials etc.)
- We brought the general manager closer to the operations. We freed up his agenda. Then we completely changed the organization structure (decisions taken at right level).