

Case :

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Country :

United Kingdom

Sector :

Paper industry.

Company :

A privately owned cardboard factory, a so-called sheet feeder plant in South Wales. It has about 200 employees and it produces semi-manufactured products.

The manufacturing operation consists out of two production lines, situated on two production locations.

Type of intervention :

Production & maintenance.

Development and implementation of TPM-system.

Development and implementation improved 360° productivity planning and control system.

Internal communication structure.

Project Goal:

The goal of the project was to reduce waste and to improve productivity. The improvement of productivity had to be achieved by higher machine speeds i.e. more output during the same production time.

The reduction of waste had to be achieved through a better machine utilisation. Better machine utilisation meant also a better Maintenance performance (a good cooperation between Manufacturing and Maintenance) and improved operator skills.

What did we do?

- In Maintenance we implemented a work order. This document gave the Maintenance manager an exact overview on how and where the engineers spend their time. The Maintenance manager was now able to see how productive his engineers were and what and where the weaknesses of the production lines were. By gathering this information, a better preventative maintenance plan could be developed.
- It was very important to implement a good communication structure. We implemented two important operational meetings, a daily planning meeting and a daily review meeting. The members of the planning meeting were the production planner, the shift managers and the logistic controller. By putting these people together, we achieved a better cooperation between the three disciplines.
- The purpose of the review meeting was to analyse the productivity of the previous day and to define corrective actions where necessary. Therefore, key performance indicators had to be developed. The corrective actions were gathered in an action plan. The members of the review meeting were the manufacturing director, the maintenance manager, the shift manager and the quality manager. From this meeting, the manufacturing director gained more control over his managers.
- The planning and reporting system have been translated to an access database.

Results :

- The project resulted in a down time reduction of 5%.
- Because down time was an important cause of waste (scrap) the waste percentage came down with about 0,5%.

- By consistent planning and follow up, machine speeds improved with an average of 11%. Because of this result our client was able to go from six shifts to five (with same production volume).