

Improving OEE and throughput



Regional maker of dairy products, beverages, and ice cream. The company sells products under two major brands, as well as private label brands, for both retail and wholesale distribution



Objectives

In an attempt to capture a larger share of a fast-growing market and access higher margins, the C-suite of a major manufacturer of dairy products decided to initiate a capital improvement project to increase the production of Extended Shelf Life (ESL) milk.

However, when capacity grew slower than expected, they needed to find and address the causes for the minimal increase in throughput.



Tools

- Initial findings showed a culture that lacked a sense of urgency to ramp up production during a 40-hour week
- Changing the mindset of the workforce required an end-to-end perspective of operations to not only make people more aware of overall plant conditions, but also accelerate the amount of time it took to react to operating variances
- Skills development/hands-on training placed greater emphasis on preventative maintenance efforts in the workplace
- It was also noted that equipment reliability was unstable and poor historical maintenance practices had decreased the effectiveness of the client's new processor



Outcomes/ Deliverables

- The culmination of comprehensive training and skills development, better vendor management, a solid preventative maintenance program, line balancing and improved worker discipline resulted in a 30% improvement in overall equipment effectiveness (OEE) and a 27% increase in throughput
- Constructive criticism and positive reinforcement of behaviors from the Proudfoot team gave supervisors the motivation they needed to sustain a culture committed to excellence

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