

Dairy



Dutch dairy cooperative, result of a merger between Royal Friesland Foods and Campina



Objectives

Against the backdrop of an aggressive market and tight margins, the Chief Executive of needed to increase throughput to better manage his cost base. Convinced that his existing lines could cope with additional volume, he steadfastly resisted the easy option of a 10m Euro capex spend on additional production lines.

The objective was to optimize operational performance, improve productivity and take the company to new levels of competitiveness.



Tools

- Installed improved planning tool provided greater visibility over essential production parameters
- Checklists and actions plans further improved management's short interval control over production
- Control room established with a master schedule to plan and manage capacities
- The maintenance function was centralized and realigned. Job functions were redesigned to match key objectives for the department and roles clarified
- Department-wide, management and front-line supervisors received extensive training on active management
- Improved communication played a vital role in shifting the culture



Outcomes/ Deliverables

- 38% OEE improvement
- Eur 10m capex avoidance
- Results-oriented and with proactive management, the workforce now acted with a greater sense of urgency
- Management was more proactive, ready to take corrective action rather than delay
- Communication was more regular and more effective, both across and between departments

Proudfoot