

## TPM to support large site turn around

This piece of work involved a large food manufacturing operation in the UK that had been in decline and where performance had hit rock bottom. TPM was seen as a key part of the strategy to revive the site.

Prior to starting, the condition of asset base and facilities of the site was poor and the organisation was split into old and new regimes. The old-style managers operated through hierarchical command and control whilst the new elements were trying to promote a culture of involvement and problem solving at the shop floor. This split in management approach was impacting the ability of the site to implement an effective TPM programme, which was as result slow moving and not seen as effective by the management team.

Initially 3 of the 4 value streams were reluctant to commit to the TPM programme but fortunately 1 area was supportive. We started with a pilot for Autonomous Maintenance steps 0 to 3 and quickly followed up with combined Focused Improvement and more AM working down the production line. As we worked, we involved operators, engineers and managers from both new and old camps. Within 3 months our efforts started to generate results that quickly grew until Production Managers from the other value streams were asking to start TPM in their areas.

The TPM programme went across all 4 value streams plus into the raw material and finished goods warehouses, accounts and industrial engineering.

Working with accounts we helped to develop a Cost Deployment system that enabled the business to prioritise key areas for improvement whilst leaving alone the less urgent problems. This was pivotal to the site's success as it helped to create focus, to reduce reactive problem solving, to plan and manage project teams and to track progress through the results of our projects.

The results were strong across all the value streams.

