

Using TPM to drive up output and profit

In 2010, Clive Poole was asked to lead an improvement project at the bars unit in Weetabix on behalf of Lauras International. Following a detailed diagnostic, the project started with a five-week Kaizen Workshop involving a team of operators, engineers and managers.

There was then had a small break before repeating the exercise with two further five-week Kaizen Workshops separated by a small gap. In total 25 site-based personnel were involved, who were taught basic TPM techniques including:

- V-Curve Analysis
- Cycle Time Reduction
- Basic problem solving
- Change over reduction
- Autonomous Maintenance Steps 0 to 4
- Development of internal Improvement Champions
- Identification and development of a small group of high potential individuals
- Coaching/development of Plant Manager and key members of their team
- Establishment of daily/weekly/monthly review processes and associated metrics/scorecards
- On-going coaching and support of Focused Improvement following the completion of the initial Kaizen Workshops
- Focused Improvement on start-up / shutdown, process variability, efficiency and yield losses

By the end of the project, which lasted just over 12 months, the output of the factory increased by 52% without capital spend. This was equivalent to an increase in weekly output from 2.42 million units to 3.65 million. The improvement teams were able to solve a number of long-standing issues with permanent solutions.

- Broke a number of production records (shift output, daily output, weekly output)
- Waste reduced by 80%
- Savings valued at £3.8M



- Project led to the company winning Food Manufacturer of the Year 2011, plus winner of Ambient Food Manufacturer of the Year and runner up in Training

Programme of the Year – Food Manufacture Awards “With the support of the Lauras team, the Bars business unit has made great strides forward with some exceptional results. It has been gratifying to witness the confidence and capability of the people grow paralleling the rise in plant performance. I look forward with great optimism to the continuing journey” Mike Parsons, Head of Manufacturing, Weetabix “Clive’s involvement was a key part to Weetabix achieving the award of Food Manufacturer of the Year in 2011.” Alex Cosgrove, Head of UK Manufacturing, Weetabix, UK