

Using TPM to deliver effective multi-site improvement

Our job was to develop a multi-site continuous improvement programme, using TPM for a market leading global organisation.

On starting we found a small number of sites had embarked on their TPM journey, using good principles and with strong commitment from top Leadership. However, there was no standardised way of working and no clear route map of where to start and which opportunities to prioritise.

Looking closer we found that each plant had developed its own version of TPM, defining their own methods and approach for roll out. Whilst the plants thought they were doing well, corporate management viewed the programme as struggling, with results less than expected, pace less than needed and a there was a traditional top down culture towards making improvement, that acted as a block to the shop floor becoming involved.

So, our task was to quickly develop a standardised programme to improvement that delivered value, through engaging and empowering the organisation from the shop floor up. We looked at the priority opportunities for improvement and the starting point was low reliability driven by poor asset condition. The selected approach was combined Focused Improvement to solve long standing major issues plus a combination of Professional Maintenance and Autonomous Maintenance to step 3, to raise the condition of the asset base. This was closely followed by a Cost Deployment process to identify, value and prioritise opportunities for future improvement.

To deliver this quickly and effectively we created a TPM training programme that was rolled out across the organisation, to promote standardised approaches to improvement and to develop a critical mass of change agents throughout the sites. The effect was that we were able to expand our standardised improvement methodology to over 60 plants around the group and as commitment from middle management grew, we were able to involve over 80% of the workforce in TPM activity. This was added to with further TPM tools and pillars including advanced



problem-solving approaches, Total Quality, Early Equipment Management and People Development.

Results achieved

- Net annualised savings of £77M
- Total net savings of over £300M
- Annualised return on investment of 15.5
- Net efficiency increased from 88.3 to 90% in 2 years
- Productivity raised +13% in 2 years
- TPM programme estimated to have added £750M to valuation of company