

Case Study – Using TPM for Rapid Performance Improvement

Our Client was a site employing 450 people working with injection moulding and automated assembly to produce their market leading branded personal care products.

A bold drive to introduce a range of new products along with new equipment installation had resulted in below target operations performance and a backlog in orders in excess of 4 weeks. As a result, the site was forced to work unplanned weekend overtime which had a considerable cost impact and put the entire workforce under short term pressure to produce more.

Our involvement started with a short site diagnostic to identify key challenges and opportunities.

This was followed by a TPM programme designed to quickly impact production performance.

The TPM kick-off began with a Kaizen Event to introduce the concept of TPM and align the site senior management and operations teams. After this we worked with pilot projects in two key value streams using Focused Improvement, Professional Maintenance, Autonomous Maintenance and Cost Deployment. After initial workshops we were able to quickly drop into a pattern of monthly reviews and coaching on next steps. This was designed to maintain progress of the improvement programme whilst minimising consultancy cost.

The impact of the TPM programme was immediate because we were able to target the opportunities identified during the diagnostic with approaches designed to deliver results as quickly as possible. As a result, after only 4 months the site had increased the throughput on key machines in value stream 1 by 42% and in value stream 2 by 52%. This led to the shift production record and weekly production record being broken and sustained with average weekly output up by 6% compared to the best level achieved before starting TPM.

The backlog was gradually reduced and the TPM programme rolled out across the site.