

Tetra Pak® CUSTOMER CASE
EUROPEAN METAL MANUFACTURER
Total Productive Maintenance



Boosting your productivity through our expertise
**European metal manufacturer saves €1.8M
with Total Productive Maintenance**



Customer

A European metal manufacturer with several plants in Europe.

Challenge

Two plants were included in the project scope. The customer needed to make short term savings and relaunch their Total Productive Maintenance (TPM) program to involve the entire workforce in continuous improvement activities. They also wanted to implement a common, sustainable company culture for the long term.

Solution

Two main workflows – one focusing on short term improvements, and one to implement the TPM program.

Results

Significant improvements to uptime, Overall Equipment Effectiveness (OEE) and production yield. The combined savings for the two plants totalled 1.8 million Euro over the first 24 months.

The challenge

The main target for the customer was to inject a problem-solving mindset into their company culture. The plants in the project scope were run by different companies in the past, so there was also a need to establish a common ground – to increase efficiency by aligning processes and mindsets at the two sites. This was a long-term change process.

In the short term, there was a need to make savings. The two plants had ambitious growth targets. They wanted to get rid of production bottlenecks and increase production yield.

A third dimension to the challenge was that both plants had gone through TPM programs in the past. As these weren't particularly successful, the attitude towards a TPM re-launch was somewhat hesitant.

The customer selected Tetra Pak as service provider because of our long experience in the field.

Our solution

The project kicked off with workshops where both top and middle management participated. The aim was to get to know the customer and their business better, and to get an understanding of how they work.

The outcome was a plan consisting of two main workflows: improvement projects to secure short term savings, and a TPM plan to sustain the strategic goals and to engage the entire workforce in continuous improvement activities.

The solution included the following implementations:

- Strategy deployment based on factory priorities.
- Improvement projects, with teams working around four months on each specific issue. Issues tackled included the downtime of the bottleneck machine, quality claims and loss of product yield.
- Structured, bi-monthly program audits.
- Implementation of the TPM program, with the launch of Autonomous Maintenance and Planned Maintenance.

Results achieved

The results prove that continuous improvement methodology can be applied anywhere. The program activities are now fully integrated in the company's strategy deployment process. Total savings for both plants were approximately 1.8 million EUR, obtained after the first 24 months. Savings were larger the second year than the first. Thanks to downtime reductions, the OEE of the bottleneck machine increased significantly. Production yield was improved, while variability and internal claims were reduced. There are also overall positive effects from a more systematic approach to problem-solving and teamwork.

Furthermore, the program was very useful for the customer's automotive certification process.

A key factor to success was that the project was supported by the CEO and top management all throughout.

The customer also found it very valuable that Tetra Pak consultants continue to give constant support and show a high level of professionalism, with open minds and a tailored approach.

Customer case

A European multi-plant metal manufacturer.

Challenge: To make short-term savings, and establish a common culture for long-term improvements and success.

Solution: A Total Productive Maintenance program.

3.5%

Overall Equipment Effectiveness increase

€ 1.8M

Total savings in 24 months

Tetra Pak® Services

Tetra Pak® Services cover every aspect of your food production, from daily routines to business insights. Our tailored service solutions improve performance, optimise costs and ensure food safety throughout the lifecycle of your operation. With Tetra Pak as your partner, you get the people, portfolio and presence to achieve your performance goals.

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