

CASE STUDY

O&M Training Transforms Production Line Efficiency and Reduces Waste




Challenge

GP Strategies® was invited to partner with a \$35 billion food, beverage, and confectionary conglomerate that employs over 100,000 people in 80 countries. The company is a preeminent maker of snacks, holding significant market share in more than 165 countries for segments including biscuits, chocolate, sweets, chewing gum, beverages, cheese, and grocery.

We performed reliability and process assessments for the company and determined that the production line was hampered by dozens of abnormalities and defects directly impacting the overall equipment effectiveness (OEE). The company needed to increase the production line's throughput and reduce scrap.

The equipment reliability issues GP Strategies identified were tracked to variations in the way that operators performed their daily tasks. Documentation and procedures for operations, startup, shutdown, and changeover procedures were out of date, leading to inconsistent performance and poor defect identification and elimination.

A woman wearing a blue hairnet, a white surgical mask, a white long-sleeved shirt, and a blue apron is working on a production line. She is looking down at her work. The background is a blurred industrial setting with windows and machinery.

The client needed to **swiftly improve OEE** by increasing throughput and reducing scrap.

Solution

In collaboration with the maintenance and production teams, GP Strategies developed and implemented several rapid improvement operator care workshops. These workshops covered critical topics, including:



Visual management | Formalizing visual cues across the facility for operational clarity



5S and problem-solving | Following a system of cleanliness and physical organization to facilitate greater productivity, safety, and quality



Operator equipment inspections | Performing regular checks for machinery reliability



Front-line reliability | Enabling operators to be more self-reliant and respond more quickly to problems without always needing to call in technicians or specialists

In addition to the operator care rapid improvement workshops for existing company facilities, we designed, developed, and delivered a comprehensive operator training program for a new production line being assembled.



Customized Training Deliverables

- Equipment-specific training modules
 - Safety and operator care overview
 - Equipment overview
 - Components, functions, and operation
 - Evidence of good operation
 - Controls and sensors
 - Operating procedures
 - Inspection and front-line maintenance
 - Troubleshooting
- Training Within Industry (TWI) and job breakdown sheets for standard operating procedures (SOPs) and front-line maintenance
- Videos
- Accelerated learning principles
- Quizzes and learning games
- Structured qualification process
- Final testing and qualification
- Coaching

Hands-On Training

- Learning trips to vendors and existing sites
- Structured on-the-job requirements
- TWI application to job tasks
- Qualification sign-offs

Toolkit

- Operator care and Total Productive Maintenance (TPM)
- SOPs
- One-point lessons
- Defect identification process
- Visual controls and aids
- Workplace organization and 5S
- Operator inspection checklists
- Sensor maps
- Front-line maintenance

Train the Trainer

We trained and coached company in-house trainers to administer the program, sustain gains, and identify improvement opportunities.

Results

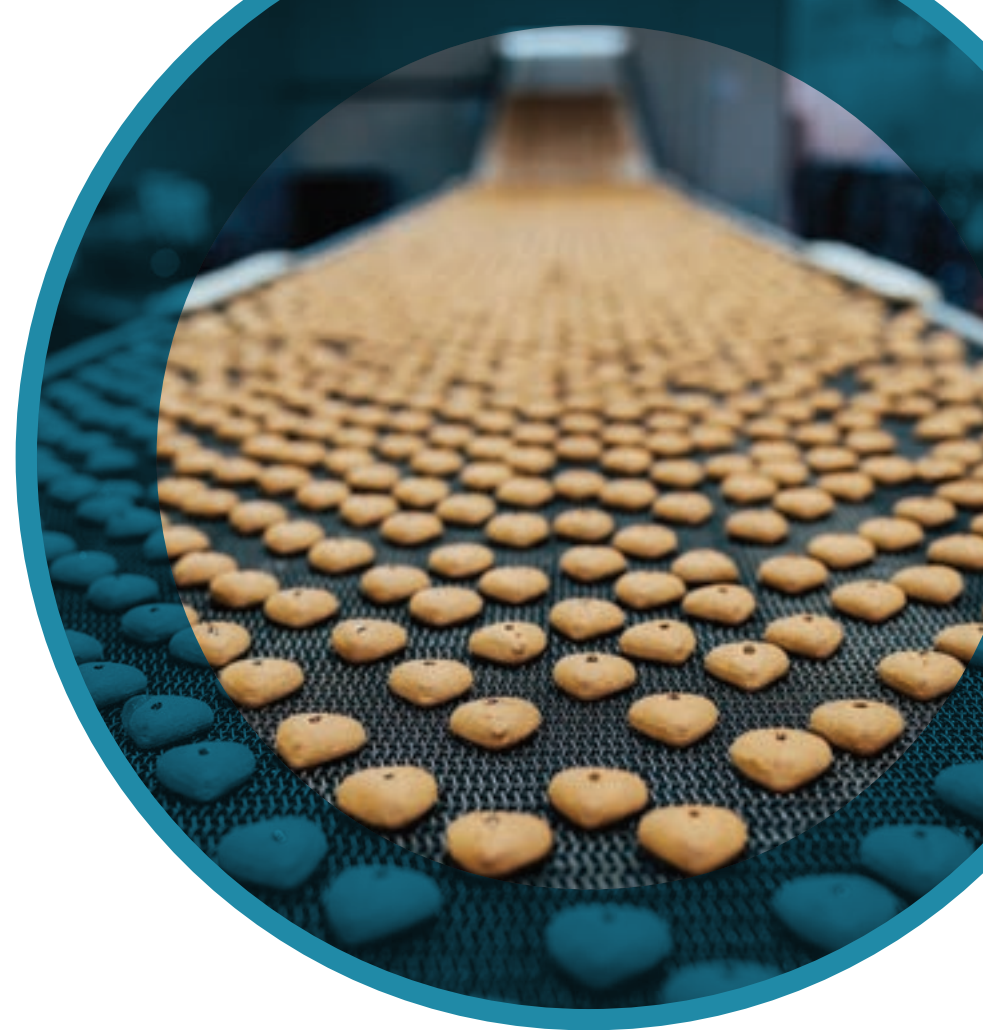
Numerous advances were made as a result of the project regarding safety, efficiency, and problem identification and resolution. Qualitatively, there were also noticeable improvements in the workforce, including reduced stress, better morale, and a more involved and proactive staff.

Quantifiable results in the production process include:

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Over 350 production line
defects identified and resolved

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OEE increased by 14.6%
over six months

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Yield increased by 3%
(More of the products manufactured were of appropriate quality,
indicating improved efficiency and reduced waste)



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For more information on process improvement strategies and workforce training, visit gpstrategies.com.

GP Strategies Corporation is one of the world's leading talent transformation providers. By delivering award-winning learning and development solutions, we help organizations transform through their people and achieve meaningful change. GP Strategies has delivered our innovative consulting, learning services, and talent technology solutions to over 6,000 organizations globally.

Our extensive network of expert learning specialists, combined with our transformation focus and custom solutions, deliver superior business results. Whether your initiative requires developing the skills of your talent, the implementation and adoption of learning technologies, or refining critical processes, GP Strategies is a transformation partner you can trust.

