

LOCATIONS

United States

Houston, Texas
Cincinnati, Ohio

Canada

Toronto, Ontario
Montreal, Quebec
Calgary, Alberta

Latin America

Mexico City, Mexico
Bogota, Colombia

EMEA

London, England
Frankfurt, Germany
Johannesburg, South Africa



INCLUDED SOLUTIONS

- Production
- Standard Work
- Process Mapping
- Short Interval Controls
- Planning and Scheduling
- Maintenance
- Management Operating Systems

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Production and Maintenance Transformation Provides Millions in Savings for Global Food Company

CHALLENGE

A plant in South Africa for a global food company experienced high cost of production and looked to improve throughput. Being aware of the challenge, the client utilized their internal team to enhance maintenance and production processes. The client team generated a plan and scheduled improvement projects. Challenges in the factory continued, as improvement projects exceeded the schedule, product change-overs, start-up and ramp-up times failed expectations, witnessed more and more line imbalance, and the availability of only a few resources to eradicate the challenges pushed expectations lower and lower for the project.

Based on previous successes together, the client invited the Myrtle team to the facility to advance and complete the planned improvements. The Myrtle team began with an in-depth assessment of the site operations, conducting multiple studies, interviews, observations, and data analysis into the specific challenges for this facility. Through the assessment process, the team developed a comprehensive project plan to course-correct the previously established plan and provide additional production and maintenance improvements to the facility.

“We are seeing all the savings and electricity cost alone without including the rest of the cost centers.”

- Finance manager

“I don’t know of another company that can do what you all do here in Africa.”

- Director of Supply Chain

“I may not have always agreed but this is a good thing we did working with you all.”

- Plant Manager

APPROACH

Once the client agreed to the proposed plan of action, the Myrtle team initiated an integrated team with the client to focus on closing the gaps in the initial project schedule and build a sustainable new process foundation for the future. The team dynamic was critical to the success of the planned transformation. They committed to challenge the facility and personnel and impart a positive disruption to their set ways of operations. Creating internal competition is healthy, but just past a fine line of healthy competition finds rivalries and opposition. The client representatives on this integrated team worked side by side with the Myrtle representatives, ensuring the methodologies and knowledge transferred to the client gradually throughout the project, creating sustainable operational transformation. The team utilized Management Operating System (MOS), Myrtle Rapid Results, Centerlining, Maintenance and Reliability (M&R) to increase plant and project success.

The team utilized master scheduling, operations reports, employee logs, change-over charts, and set-up parameters as tools within the implementation. They developed and applied set up jigs, set up parameters, work instructions, checklist confirmations, troubleshooting logs, and decision trees to optimize the maintenance and reliability throughout the site. The team brought in equipment specialists for specialized equipment baselining to support the Centerlining process. This team created standard work instructions, set up parameters, and short-interval controls to provide the environment for optimized production for each line. The team trained and coached the operators through the process to ensure a successful and sustainable transition.

A special resolutions group was assembled to identify and address recurring challenges. For example, available data showed that the single most down time originated from one food packing machine. After an on-floor observation process, the team realized one of the largest issues steamed from a palletizer, which was submitted for capital replacement. This palletizer was a single point failure unit for the plant. All packaging lines went down within 90 seconds of this unit stopping.

For this resolution, the team was compiled of members from all aspects of the operation in order to train as many staff as possible on the problem-solving methodology. After studying the equipment for several days with the team and then compiling the freshly collected data, the true challenges and solutions became clear. The main challenges that caused the downtime were operational in nature, along with some minor part failures. Failure to keep the outfeed clear caused the majority of the downtime as the entire unit needed to reset for 4 minutes with each trigger. Additionally, overloading the pallets caused older motors to fail since the trip switch was in need of replacing and incorrectly set with the photo-eyes. Misaligned rails and inefficient programming were also identified and resolved. The palletizer began operating smoothly after sorting mechanical issues and establishing clear expectations of this aging equipment.

Within a week, the team implemented training across shifts to correct the failure modes, which drastically reduced and the equipment challenges. With the palletizer no longer causing lengthy delays due to readily corrected actions and behaviors, the palletizer came off the imminent capital plan and was able to put a new unit into the 5 to 10-year plan. Myrtle representatives working alongside the client meant that the client could continue to utilize the tools and methods after the project had run its course.

RESULTS

The integrated team involvement pushed all the initial and additional initiatives of the project across the finish line, leaving behind a positive corporate cultural impact, improved standard work operations, a successful planning and scheduling integration, a more responsive and prepared maintenance team, a production system with significantly improved start-up times, efficiency, and product throughput.

KEY RESULTS

2.8 M

ANNUALIZED SAVINGS TO A 2.1 MILL TARGET
(EXCEEDED TARGET BY 33%)

12 MONTHS

OF MONDAYS AFTER PLANT SHUT DOWN ATTAINING
FULL PLAN PRODUCTION THROUGH VERTICAL START UP

37%

INCREASE IN PACKAGING EFFICIENCY

24%

INCREASE IN VOLUME PER HOUR



Do you relate to experiencing a plateau in production? Are you in need of a boost in performance?
If so, contact us today or visit www.myrtlegroup.com to learn more.