

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

Rapid Results Approach Provides Immediate Performance Boost for Tobacco Manufacturer

CHALLENGE

A leading moist tobacco producer looked to improve quality and operational discipline around production optimization, asset care, and equipment setups without incurring significant overtime. Production ran longer than plan each week, proving to be costly in a competitive market.

The company needed to improve Overall Equipment Effectiveness (OEE) performance levels to meet demands without overtime and weekend work. Limitations in the maintenance program resulted in a run-to-failure strategy. Rising customer demands and brand expansion plans proved to be in jeopardy unless production throughput and line efficiency improved. The client needed guidance with inconsistent equipment and production performance as mounting pressure required immediate results while maintaining cost-effectiveness. Key challenges also included poor employee morale and quality issues.

The company realized the need to evolve strategies for operational discipline while improving the quality of their finished product. Having previous experience and success with Myrtle, the client invited the firm to perform an in-depth assessment to generate a solution to their situation.

“I feel this project achieved remarkable results and successes through teamwork and buy-in of all parties as well as great leadership throughout. This project was a true partnership.”

- Senior Director Plant Operations

APPROACH

Myrtle began by establishing an integrated team, consisting of both Myrtle and client personnel. This team conducted an AVS to assess the situation, including focus interviews, shop floor studies, and data analysis. The assessment identified gaps within their Management Operating System (MOS), Preventative Maintenance (PM) strategy, Centerlining, escalation protocol, production and maintenance integration, and Root Cause Analysis (RCA) techniques. The team conducted multiple studies to understand shift crewing limitations preventing production from running through breaks and lunches. Using the result of the analysis, the team realized that an absolute focus in process and behavior change was critical for improvement.

SOLUTIONS

- Management Operating System (MOS)
- Standard Work
- Root Cause Analysis (RCA)
- Centerlining
- Asset Care
- Crew scheduling
- Choke-point methodology

CONTACT US

+1.281.600.7275
info@myrtlegroup.com
www.myrtlegroup.com



The team began by engaging the Plant Manager to generate an enhanced shift crewing plan to ensure that all work centers were appropriately covered. The plan was vetted with the supervisors and the operators on the floor to gain input and alignment. The team co-created a new crewing plan with the Plant Manager to provide full break coverage and made improvements as opportunities arose. This newly developed shift structure covered gaps and deficiencies previously experienced during operations, which enabled continuous production and contributed to the achievement of the weekly quota.

To resolve gaps in production, maintenance, and the Management Operating System, the team developed a comprehensive glide path. This glide path covered Centerlining of all essential equipment centers to address uptime and operability issues. The team further identified more PM opportunities and operating improvements through RCAs. Working jointly with the operators and supervisors, the team formalized and developed Standard Work, Startup, Changeover, Shutdowns, and Centerlining checklists. Furthermore, the team included additional solutions to enhance Production and Maintenance Fundamentals and a three-phase Centerlining methodology.

During the project, Myrtle also assisted in establishing leader standard work and an integrated project team with excellent engagement at all levels. The team ensured the cohesive and seamless implementation of the project. Additionally, the team completed a review of the cleaning standards and frequency to improve the efficiency and effectiveness of the process, enabling changes in the cleaning schedules to minimize the duration in which machines were offline to perform daily cleaning tasks.

SUSTAINABLE RESULTS

The company not only realized immediate operational results on the needed scale but also built a culture of continuous improvement with a focus on quality and cost. The client experienced a 35% improvement in throughput in only 20 weeks with employee engagement and morale at an all-time high.

Production improved enough to meet output goals within a standard 40-hour workweek and eliminated weekend overtime requirements. The client was cash positive by the time Myrtle rolled off the project, achieving a 35% increase in throughput, 55% reduction in waste, 20% reduction in maintenance spend, and three times the improvement in weekly startup performance with five times the ROI.

ACTUAL RESULTS:

35% Increase in Throughput

55% Reduction in Waste

20% Reduction in Maintenance Spend

Are you optimizing your operations? Do you have all the pieces working seamlessly to maximize productivity? If not, contact us today or visit www.myrtlegroup.com to learn more.