

Re-invigorating Operational Excellence



Selleys is Australia and New Zealand’s leading manufacturer and marketer of adhesives, sealants, fillers, paint preparation and other general maintenance products for the home improvement market.

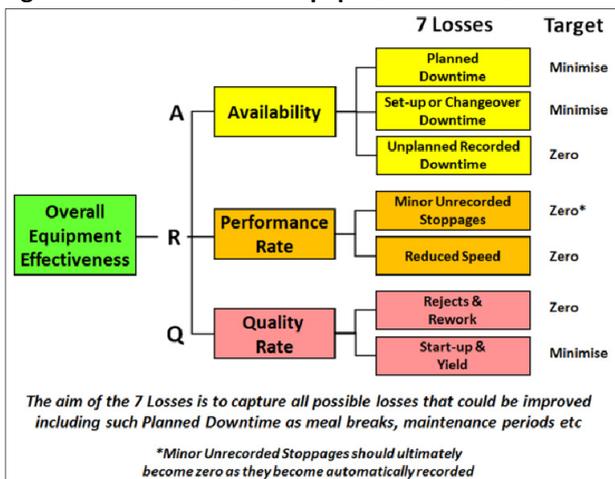


Every day in everything it does, Selleys strives to hold true to its iconic brand promise, “If it’s Selleys, it works.”

With this promise in mind and a clear commitment to prove its promise true, the operations team at Selleys Padstow Plant headed by Operations Manager, Matthew Chenhall, *re-invigorated their Operational Excellence Journey* by partnering with CTPM in late 2015.

Focusing on two key Production Lines in the Padstow Plant, two Cross-functional Improvement Teams were formed. The teams were given the task of identifying losses and wastes on the Production Lines, with focus of the analysis on the 7 Losses of Equipment Effectiveness.

Figure 1: The 7 Losses of Equipment Effectiveness



The teams mandate was to improve Overall Equipment Effectiveness (OEE) by a target of 25% on each of the lines. A powerful tool available to help the team was an OEE based real-time reporting system – OFS. This system, otherwise known as Operations Feedback System, had been

installed at the plant at the end of 2014. To learn more about OFS please visit the website: www.ofsystems.com

The OFS program gave the team access to accurate and timely loss data. This data, coupled with numerous observation studies conducted by team members, allowed many improvement actions to be initiated. Some of the key losses identified by the teams included:

- Speed Losses;
- Excessive Unplanned Downtime on key equipment;
- No strategies to reduce Planned Downtime (such as continuous running through meal breaks); and
- Excessive Downtime due to Changeovers.

Figure 2: Members of the Improvement Teams



During the course of these improvement activities, it was also recognised that improvements needed to be made to the sites Daily Review process. Working with Selleys Lean Manager, Carmine Caruccio, the sites Daily Review Process at all levels was overhauled.

This included a revamp of meetings by improving engagement and accountability, introducing short start of shift meetings at each key work centre, and most importantly, using the data from OFS at these daily review meetings to drive meaningful discussion and identify problems requiring further investigation.

The results achieved by these two pilot teams are shown in Figures 3 and 4.

Figure 3: Line 1 Efficiencies

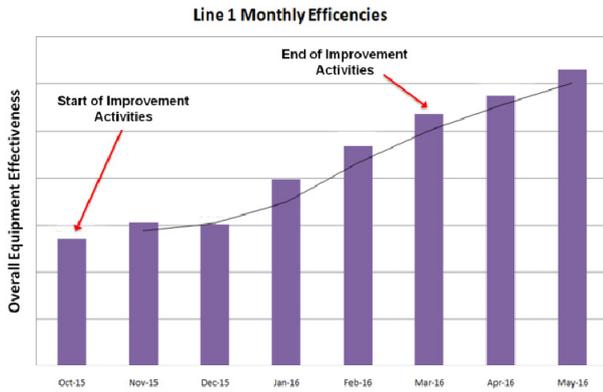
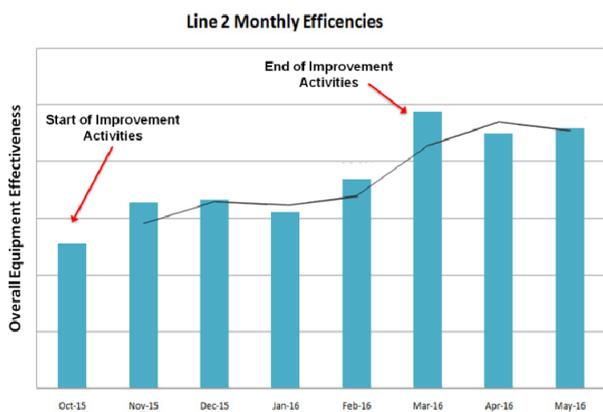


Figure 4: Line 2 Efficiencies



To the delight of the Operations Manager, Matthew Chenhall, the teams **significantly improved OEE on the lines**. A staunch advocate of Lean and striving for World Class, during one of the final presentations Matthew was overheard exclaiming:

“This is what happens when you engage your teams”

The success of these teams has truly re-invigorated Operational Excellence activities at the site and as Lean Manager, Carmine Caruccio explains, “At Padstow, our aim is to add new operational meaning to our iconic promise, *if it’s Selleys, it works!*”

CTPM congratulates Selleys and the pilot Cross-functional Teams on their success and we look forward to supporting them in 2016 during their next step in their journey towards Operational Excellence.

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