

Goodman Fielder commencing the next phase of their Continuous Improvement Journey

The Goodman Fielder dairy products plant at Longburn, in the central North Island of New Zealand, has recently kicked off their Continuous Improvement (CI) Journey with an in-house two day Getting TPM & Lean to Work workshop.

The site employs over 200 people in the processing of dairy products. Producing milk, flavoured drinks, yogurts, cottage cheese, cream cheese and sour cream marketed under some well-known NZ brands like Meadow Fresh, Puhio Valley and Taranua.

Looking for assistance on their CI Journey, Goodman Fielder has engaged CTPM to focus on developing people's skills and competence, as they introduce continuous improvement tools into the workplace. Not only will this journey build the skills and capabilities of their people, it will also improve overall workplace ownership and build sustainability of continuous improvement activities completed.

Figure 1: Big Big Loader Activities at the 2-day Getting TPM & Lean to Work workshop



The two day Getting TPM & Lean to Work in-house workshop at the Longburn site involved the Site Leadership Team and other key leaders and decision makers. The workshop provided the participants with an insight into the evolution of TPM & Lean within Toyota, the key factors

required to make it successful and sustainable, and an overview of the various tools that Area Based and Cross-functional Teams use to make improvements to the workplace.

A manufacturing simulation known as the Big Big Loader was also used (refer to Figure 1), where each of the "Shifts" got to operate, repair, perform set ups and measure downtime on the production line. The Shifts were made up of Operators, Tradesman, a Production Planner and Process Engineers who worked together to achieve the production plan.

They experienced first-hand the frustrations people feel when things don't work right, the process breaks down and they don't have the required knowledge to get the line to operate at full performance levels. Sounds an awful lot like a real workplace, doesn't it?

Figure 2: Big Big Loader Activities at the CI Awareness workshop



As follow-up on the initial two day workshop, Continuous Improvement Awareness training was provided for the people who would become involved in the first cycle of Improvement Teams.

This group of Operators, Maintenance and Technical Support people were also exposed to the trials and challenges of running the Big Big Loader

as seen in Figure 2. Undaunted they rapidly came to grips with the process and equipment.

After their initial production run, the participants calculated Overall Equipment Effectiveness (OEE) to be 26%, not bad for rookies. Then they developed an improvement plan, which included a formal training plan, for the second production run and more than doubled their OEE to 63%, an amazing outcome that had the Leadership Team green with envy!

The Longburn site now kicks off their first improvement cycle with three pilot improvement teams who will be working to improve the OEE on two of their production lines and improve the production plan stability of their cultured food department. We at CTPM wish the teams all the best to achieve their mandates and look forward to supporting them along the way.

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