

Introducing structured Cross-functional Improvement Teams to Nestle Purina Petcare – Blayney

Nestle Purina Petcare factory at Blayney in country NSW, produces an extensive range of Dry and Wet pet food which is distributed throughout Australia and 13 export countries.



The site, with some 290 employees, has been progressing TPM or their Operator Driven Reliability initiative since launching in 2016, using Nestle's global in-house developed methodology with some initial good results in Autonomous Maintenance Steps 1 & 2, however Step 3 brought about a few challenges.

Following discussions during the Total Plant Management conference in Melbourne in May 2019 where their Manufacturing Excellence Manager – Alan Giumelli gave an excellent presentation on their TPM progress to date, CTPM who were also at the conference, were invited to visit the site and share our learning.

As a consequence of this, it was decided to introduce CTPM's structured improvement approach into the factory. Three (3) Cross-functional Improvement Teams were formed, and took part in a formal kick-off workshop followed by 12 regular weekly 1.5 hour meetings to tackle 3 Projects identified by Management.

Each team conducted a thorough Analysis of the Current Situation, Developed a Vision of Ideal Performance, then selected and had approved Improvements that will have the greatest impact and can be completed within their 12 week timeframe.

The 3 projects the Cross-functional teams focused on were:

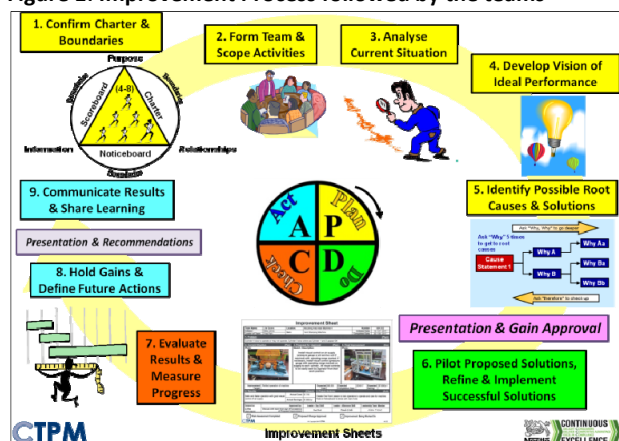
1. Waste & Rework in their Dry Plant;
2. Enhancing their Export & Distribution Model; and
3. Maintenance Core Processes.

CTPM as an approved provider, was able to seek part-qualification funding through the **Smart and Skilled Program** from the NSW Department of Industry to train and support all 24 team members (8 per team) over the improvement cycle. This training and support is subsidised by the NSW Government.

The team members all met the funding criteria and after a formal application, the funding was approved for two units from the Cert III & IV in Competitive Systems and Practices qualifications:

- MSS403001 – Review competitive systems and practices; and
- MSS403085 – Ensure Process Improvements are Sustained.

Figure 1: Improvement Process followed by the teams



The Dry Plant Team consisted of a SHE Lead, Manufacturing Line Leader, Mechanical Engineer, Applications & QA person, Raw Materials Purchasing person, Admin & Data Analysis person, Finance person, and an Operator.

They were able to **reduce waste and rework by over 20%** after engaging all Operators on all shifts through an Operator Survey process, and undertaking a detailed analysis of where all the waste was being generated within the complex process.

Figure 2: Dry Plant Cross-functional Improvement Team



Opportunities were found in a number of areas including reformulating a key product to make it more stable when being extruded, resulting in over **\$400k on annual saving**, not to mention less frustrations for the Operators.

Figure 3: Dry Plant Team presenting to the Leadership Team



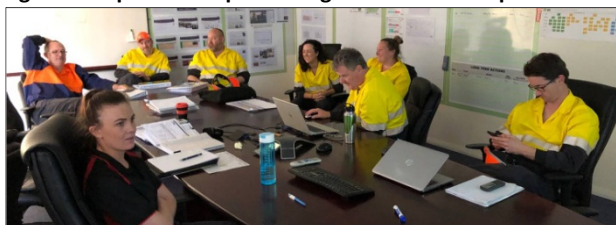
The Export Team consisted of personnel from all departments involved with the export processes including Export, Production Planning, Production, Warehouse, Transport, Logistics, Purchasing and Human Resources.

Figure 4: Export Cross-functional Improvement Team



After mapping their processes and engaging all employees involved through a Time Lost survey which highlighted a high level of administrative rework, the team was able to develop an Ideal Vision supported by a range of more focused performance measures. After creating an extensive action list the team was able to gain some quick wins which they presented at their Final Presentation, and they outlined a detailed plan going forward.

Figure 5: Export Team presenting to the Leadership Team



The Maintenance Team consisted of the Maintenance and Engineering Managers, the Maintenance Planner, a Supervisor, 3 trades covering mechanical and electrical, and a Production Supervisor.

Figure 6: Maintenance Improvement Team



The team started with a 2 hour Maintenance Excellence training session which included everyone completing CTPM's Maintenance Innocence to Excellence Matrix rating to baseline their starting point. Next they wanted all their maintenance employees involved so they conducted a Maintenance Self-Assessment survey to determine Time Lost and Type of Work status along with asking 3 open questions to gain feedback. Supporting this was an Information Collection Analysis which also highlighted many opportunities for improvement.

After reviewing all the information collected the team was able to develop an action list with some items being completed within the 12 week improvement cycle and others to be used as recommendations for future improvement teams.

Overall the funding received through the Smart and Skilled Program covered more than **85% of the cost** to the company.

Some of the comments by the teams in their final briefing to the Site Leadership Team included:

- There is *improved engagement of the Operators who are now keen to discuss problems and issues without being prompted*;
- We all now have a *greater understanding of the complexities of our export processes* and as such we are able to make some good improvements; and
- Gained a *greater understanding of how we are doing as a Maintenance Team*.

If you would like to find out more about how the NSW Smart and Skilled program could assist your site in linking its improvement activities to a part-qualification for your employees, please contact CTPM's Ross Kennedy on 0418 206 108 or via email ross.kennedy@ctpm.org.au.