

## Using TPM & Lean to make more Great Beer!



2012 marks **Coopers Brewery's 150<sup>th</sup> Anniversary** and their **9<sup>th</sup> year with CTPM**. Since 2003, Coopers based in Regency Park SA, have proven to be one of our most successful clients. Therefore, it was our pleasure to invite Nick Sterenberg, the **Operations Manager**, to share the secret of "how to use TPM & Lean to make more Great Beer" at the 2012 TPM & Lean Annual Forum.

"When filling in the feedback forms, just reflect that I provide all the beer for this evening," joked Nick as he walked on stage.

Nick ensured the audience that by the end of the presentation they would have learnt two things they were unaware of before they entered the room. The first of these is a new word for persistence that has guided Coopers along their Improvement Journey; "Stick-to-itiveness" and the second being their "formula for success".

But first, Nick detailed Coopers' TPM & Lean (TPM<sup>3</sup>) journey so far. Originally, all problems at Coopers were addressed by the brewing experts. However, Nick explained that this approach did not always produce the best results, so they needed to move on from this expert culture to a learning one.

Whilst seeking a guide to make this necessary culture change, Coopers utilised *The Machine that Changed the World* by James P. Womack. Womack emphasised the importance of utilising horizontal rather than vertical

operating systems. In contrast to the authoritarian approach of a vertical focus, horizontal encourages the distribution of responsibility, using teams to improve processes, decision making through Gemba (shop floor level) facts and standardisation by line managers and teams.

In order to receive further guidance on how to implement TPM & Lean, Coopers sought the assistance of Ross Kennedy and CTPM.

"We didn't know anything about the Toyota Manufacturing System or Lean or Six Sigma ...so we found someone who could teach us from the beginning," explained Nick.

**Figure 1: Nick presenting at the Forum**



At the start of their journey they identified the key areas which they needed to work on. Firstly, Nick noted the importance of a top down strategy and bottom up implementation approach. This model ensures that everyone at management level is committed to the outcomes and that all employees are involved. He also discussed the value of working on the constraints and letting the analysis set the objectives of the projects.

Whilst planning your Improvement strategies, Nick emphasised the need to know your business. If you understand the business

process, you can choose the appropriate tools and methods that best suit the organisation.

In order to achieve such results, Coopers utilise a 12 monthly strategy session to review their 3 year Improvement Vision in order to foresee future projects. They also use this session to create their 1 year Improvement Plan that involves the allocation of three 12 week cycles which are run each Monday to ensure that all employees are consistently involved in the Improvement Activities.

Nick also emphasised the importance of utilising all the TPM & Lean tools, rather than relying on one method when aiming for sustained Improvement. It is these sustained results that have encouraged Coopers to continuously seek CTPM's assistance over the years.

"One of CTPM's great strengths and why we're still using them after 9 years is the fact that they have helped us sustain these results."

The one great quality that sets Coopers Brewery apart from other organisations is their relentless approach to Continuous Improvement. This is where Nick's term "Stick-to-itiveness" comes in.

"We are a totally different company from where we were 10 years ago. Don't beat yourself up because one cycle doesn't work, it's about being relentless," said Nick.

Throughout their time with CTPM, Coopers have successfully implemented 88 Improvement projects and engaged a large number of employees in the process. Workers are now extremely engaged in the Improvement Journey, often asking ahead and volunteering to become involved in future projects.

"While we have been making the brewery better, we have been trying to build people," explained Nick.

Finally, Nick finished off his presentation by unveiling the Coopers formula for success and engagement:

$$I^3 + P^2 + D = \text{People's output}$$

*where, I = Involvement, P = Praise and D = Direction*

According to this formula, every unit of effort you put in as a manager to involve people, you get 30 units out, every 10 units you put in to praising employees, you receive 20 units and for every 10 units you put into directing someone, you receive 10 units out. If you add all these up it should equal the output of each employee.

According to Nick, the key element to achieving success in the TPM process is "involving people and Continuous Improvement."

**Figure 2: Celebrating Coopers 150<sup>th</sup> Birthday!**



**L to R:** Ross Kennedy (CTPM President), Nick Sterenberg, Gilbert Bruton (Coopers TPM<sup>3</sup> Co-ordinator), Chris O'Sullivan (Coopers OH&S and Training Co-ordinator), and Larry Mazza (CTPM Director)

CTPM would like to congratulate Coopers Brewery on their 150<sup>th</sup> anniversary and for all the success they have achieved over the years.

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