

# Coopers Brewery TPM<sup>3</sup> journey



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‘Rerum cognoscere  
causas’

‘to **know** the  
causes of things’.



# Science

1. An organised body of knowledge
2. The **systematic** study of the structure and behaviour of the physical and natural world through **observation** and **experimentation**

# Knowledge vs Learning

- Formal education
- Plan
- Give answers
- Results
- Gemba learning
- Experimentation
- Ask questions
- Process

# How to work

- Vertical focus
- Authority
- Managers improve processes
- Decisions made remotely with data
- Standardisation by staff
- Horizontal focus
- Responsibility
- Teams improve processes
- Decisions made on the gemba facts
- Standardisation by line managers and teams



# What to work on?

- Top down strategy, bottom up implementation
- Always work on the constraint
- The engineers are the enablers of everything
- Letting the analysis set the objectives (even if you feel it's wrong)

# Shrine to Drill Bits





# How to start

- Select a problem, not a tool
- Always conduct the activity at the lowest appropriate level
- Know your business, study the tools
  - Process vs assembly
  - Capital intensive vs labor intensive
  - V vs A type manufacturing



# How to sustain

- Having a 12 month and 3 year Improvement Plan in line with Business Plan
- Discipline
  - A 12 week cycle (gets you results and allows you to reflect)
  - Mondays are for Continuous Improvement
- Be relentless “failure is not an option”

# How to sustain

- The quality of the problem just keeps getting better
- Learn all the tools (you can't drive with a putter)
- External help (Why does Tiger Woods need a coach?)



# Achievements so far

- Commenced TPM<sup>3</sup> in August 2003
- Commenced Maintenance Excellence 2008
- Commenced SPC/Six Sigma in 2010
- Completed 27<sup>th</sup> Cycle in April 2012
- Successfully conducted 88 improvement projects
- Have involved Operations, Sales & Marketing, Supply Chain
- Coopers have made it the way we do business

