Team OEE increases output with 15%!

Printing for Professionals

Océ Technologies, which forms part of Océ NV that has a turnover of €3.2 million and 22,000 employees world wide, develops and produces printers, scanners, copiers and the accessories they require in Venlo with approximately 4000 people. Within one of the factories, there is a filling machine that formed the focus of an OEE pilot project that started in May 2002.

"Without the commitment of the people on the work floor we will not improve our output."

At Océ we used to always solve our problems by dropping them at the door of the 'specialists' of Engineering and Technical Services. However, this proved to be insufficient to achieve a structural improvement in the performance of our machines. We therefore had to find a method that would also involve the operators in the improvement process.

To arrive at a good selection of 'methods that work', we contacted Blom Consultancy. We then immediately selected OEE (Overall Equipment Effectiveness), because it gave our operators a tool with which they could measure, analyse and improve the performance of their machine themselves. Moreover, the OEE helps us to improve the communication between our various departments. The OEE makes it possible for Production, Engineering and Technical Services to all talk about the same thing when discussing the performance of a machine.

"The filling machine pilot gave people confidence in the method that we had in mind: measuring OEE"

Before definitely deciding to use OEE, we first started a two-month pilot on the filling machine. We formed a team of operators, mechanics and an equipment engineer. This team was trained by Blom Consultancy, during which time it developed a registration form.

Official start of the pilot: two days OEE training for the entire team.

The day after the training we started measuring the OEE. The results of our measurements were then processed in the OEE Toolkit (R) (software that makes losses visible). When compared to the expected 60% OEE, the measured OEE of 35% was a definite disappointment. Therefore there was much to improve on our filling installation. By regularly consulting with the people of Blom Consultancy about the experiences with our machine and the results of the measurements, the team suggested a large number of areas in which the installation could be improved. Of course, we also talked about standardising the new method and embedding it in our system. To ensure that the OEE is something permanent, our operators will train other operators in the recording and processing of the OEE.

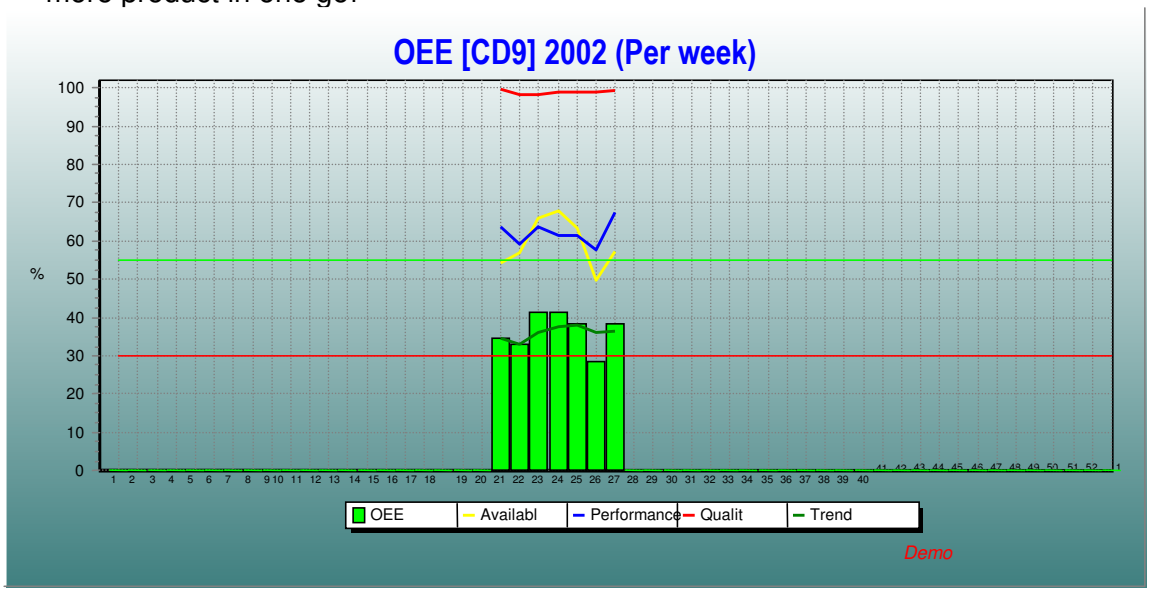
Results of the OEE pilot on the filling installation

The most important result of the pilot, which had a duration of two months, is that the commitment of the operators has truly been raised. This is shown by among other things the initiative of the operators from the various shifts to discuss the performance of their machine during the shift handover that they introduced themselves (see photo).

Operators and group leader at the OEE team board that they made themselves

The insight that we have gained into the real problems of our installation (the problems were not where we thought they were) and the attention given by all of those involved have led to a spectacular improvement in both quality and productivity:

1. The number of bottles to be reworked has dropped from 1.7% to 1.0% of the total number (a reduction of 41%).
2. The OEE has risen from 33% to 38%. This means that our machines produce 15% more product in one go!



OEE graph of the filling machine (source: OEE Toolkit)

"Yes, after this pilot we certainly want to continue with OEE!"

"We are now going to introduce OEE on the other lines as well"