

SGA team Look at Mie raises output by 22%!



Heinz Nijmegen is one of Heinz's six sites in the Netherlands. The Pasta plant in Nijmegen, with 95 employees (FTEs), produces various types of pasta such as spaghetti, vermicelli, macaroni and mie (a type of tagliatelle) on eight production lines. The first SGA team started work on the mie nest line in September 2000.

“Without the commitment of the employees we cannot sustain the improvements”

The previous management style had encouraged a culture in which the staff departments took initiatives to make improvements. These improvements were however difficult to sustain. In addition, we wanted to make more use of the people's knowledge. Increasing competition and rising costs forced us to address these changes in a structural manner. Blom Consultancy offers an approach that focuses on the work floor and that has a toolbox full of methods to address problems in a structured manner.

“The SGA has proven its value in solving the root causes of our problems and embedding the chosen solutions into our systems”

SGA stands for Small Group Activity and entails using teams to make improvements. First we established a multifunctional team consisting of employees from production, engineering and management. After a training course, in which we were explained how you should address a problem step by step, we started working, coached by a Blom consultant.

After thorough problem research using the OEE figures (Overall Equipment Effectiveness), we came to the conclusion that an important cause of loss was a lack of knowledge. The solution lay in drafting short and concise work instructions that we call single point lessons. These are used to teach (new) employees the new standard working method and now hang next to the machine.



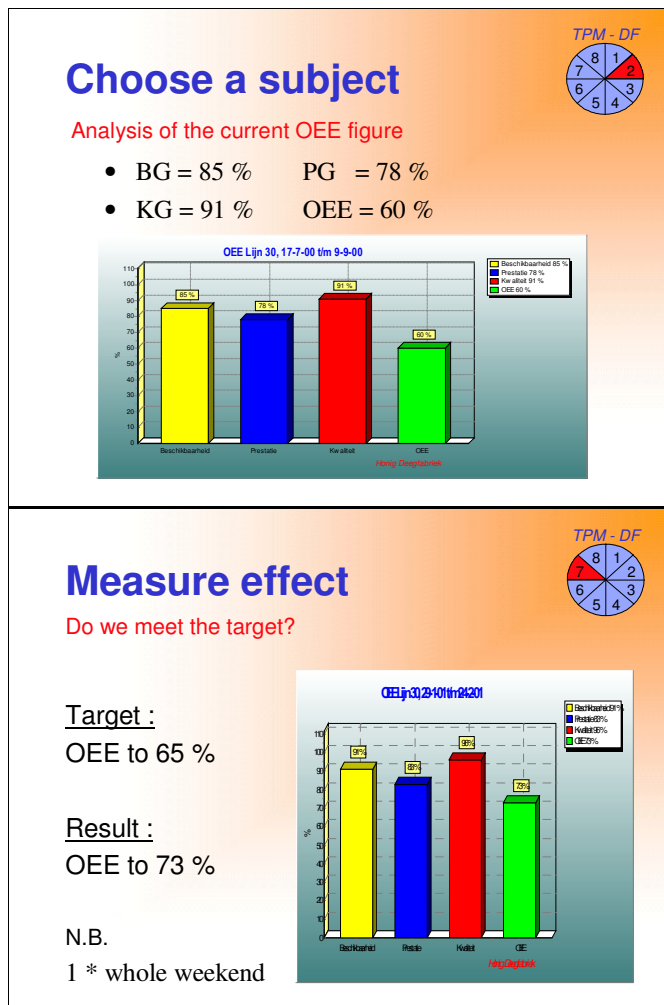
SGA circle

Results

We surpassed ourselves with all of the efforts we made. The OEE has risen from 60% to 73% (target was 65%). A rise in output of 22%! As a result, excessive overtime (often on Saturdays) is no longer necessary. We achieved all of this in half a year and booked annual savings of more than €175,000.

We are very proud of the results. We have learned how to address a problem in a structural manner. You see that as a result, people now take the initiative for improvements.

Furthermore, the internal communication and commitment in the production department is better than in the past.



“The SGA Look at Mie was intensive, but certainly worth the effort because the results exceeded our expectations.”

“Blom Consultancy teaches you how to reach solutions in a structured manner and does it in such a way that the man on the floor can also arrive at a decision.”

Step 2 and step 7 from the SGA circle