

Increasing Output with OEE Toolkit

Self build downtime registrations and time-consuming analysis are no longer needed at Delicia.

Delicia, based in Tilburg, the Netherlands produces Chocolate crisps and Muesli. Last year November they installed OEE Toolkit at their Chocolate packaging line result: OEE increased from 32 to 42 %. This means the output increased over 30 %. Due to the results on the chocolate division Delicia rolls out OEE Toolkit at the muesli division too.

Get the maximum out of the machine

"A gift from heaven", says Rob Nouwens, teamleader of Chocolate division at Delicia. "Since the installation of the pack line four years ago, we had a lot of production problems, this led to frustrations, unnecessary downtime and a lot waste of time." Until recently nobody could pinpoint the real reason that caused the problems. Long we manually registered measurements and a downtime registration was done. Waste of time, finds Rob Nouwens: "Downtime wasn't done precise and properly, moreover there was nothing done with the measurements. Since we use OEE Toolkit this belongs to the past." The Pack line has sensors that register the stops. A light illuminates to indicate that the reason for downtime has to be entered. The operators use a touch-screen terminal (SmartCollect) to select the reason of downtime.



Chocolate packaging line in action

They think this system works great. It is simple and mistakes are directly registered. The shift change-over now use a clear shift report that tells them how well the machine ran and what the losses where. The people at the pack line feel owner of their machine and are proud of the results that they have accomplished within a few months. It has become a sport to get the maximum out of the pack line.

Challenge

Looking at the results of the OEE measurements Rob Nouwens and his division was confronted with several surprises. The teams themselves saw that the biggest loss was due to breaks, they chose to work out a short break schedule that eliminated half of their losses. By making cleaning and changeover more effective, the losses were reduced even further. "We chose to eliminate the low hanging fruit first." Rob Nouwens says. "Now we are going for the rest of our losses. Our target is to bring the OEE to 60%. We have to keep challenging the people, I'm very satisfied if we maintain at 60% for 2 months, we're going out on a trip. After that we'll decide what our next target will be. ■"



Rob Nouwens enters the reason for downtime

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