

Katwijk Farma BV introduces OEE quickly and successfully.

KATWIJK FARMA BV

Katwijk Farma BV is with 150 employees an important player in the market for high-quality drugs. It supplies the Katwijk Farma label via the pharmaceutical wholesalers to pharmacies. Moreover, it also supply a wide range of non-prescription drugs via chemist shops and supermarkets. Rapid growth in the new premises in Leiden and the price war in the market make increasingly high quality and far-reaching efficiencies a necessity.

“We didn’t know where to start”

The Operational Plan that was drafted this year was the reason to improve the approach to our work. But the question was “where should we start?”

With respect to maintenance, we have always collected a lot of information. The operators have neatly filled in log books. Around two or three sheets of A4 a day. Unfortunately, little was done with them. We needed a tool to be able to quickly process all of the data to allow us to undertake the correct actions.

We consulted four suppliers and Blom Consultancy came out top. The OEE Toolkit from Blom Consultancy was the cheapest, could be introduced quickly and required no technical amendments to the machines. The OEE Toolkit measures the effectiveness of a machine and not that of the operator. That was an important item.

From the very beginning, it was clear that we had to do a lot ourselves and that we were responsible for the successful implementation of the OEE Toolkit. This appealed to us a lot.

“It went quickly. Three one-day sessions and everything was ready to start using the OEE Toolkit”.

First Blom Consultancy explained the OEE and the OEE Toolkit to the project team. We then also informed the operators. The OEE definitions and the form were ready after the second session. The third session was concluded with training for the operators.

On 3 June 2002 we started measuring. We currently use the OEE Toolkit for eight machines. The operators collect the data and fill in the Toolkit. That works fine.

It was only at the start that the operators compared the OEE values of the various machines. A sort of feeling of competitiveness arose. Luckily we could show that OEE is something specific for the machine. You cannot and must not make comparisons. Everything is dependent on the OEE definitions you have drafted. From November we will have 12 machines working with the OEE Toolkit.

Results

The operators are very positive about the OEE Toolkit. Now they can see for themselves whether they have worked well or not and what the reason was. It gives people a good feeling. They feel even more like the owner of the machine. It also involves less paperwork and you benefit a lot. We now measure and can look at what we want. We can see which problems we must concentrate on. It is possible to calculate the consequences of for instance employing more personnel or purchasing a new machine. That is the nice thing about the OEE Toolkit.

OEE graphics stimulate the people to ask questions and to think about what we can do to improve performance (Blom would say: “eliminate losses”).

We find it important to take decisions based on fact and not on feelings. Now, approximately three months after the introduction of the OEE Toolkit, we are starting to analysis the data in more depth. It is surprising how much information you can extract from the OEE Toolkit. It’s a comforting feeling that we can always count on fast and professional support from the Blom consultants. ■

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