



---

# Heineken Case Study

Total Productive Maintenance  
(TPM) Programme

## BACKGROUND

The Heineken Supply Chain TPM programme had been implemented and evolving for several years using a well-defined and structured approach supported internally and by a large TPM Consultancy House.

The number of Plants (Breweries) in the established programme was increasing at this stage, as well as the expansion to new areas such as supply chain and logistics processes and operations.

Henkan support was seen to be valuable in two specific challenges. Firstly, there were insufficient internal or qualified resources to support the internal coaching, assessment and auditing programme. Secondly, the more advanced breweries had plateaued in their application and results. Therefore breakthrough ideas and coaching, assessment and auditing approach were required to ensure further development and maturity.

## AIMS

### ▶ T&E Pillar Evolution

Evolution of the T&E Pillar into a single HR inclusive agenda for change for People Development

### ▶ Coaching and Assessment Support

Deliver coaching and assessment support for transition in the nominated key strategic breweries towards their Silver recognition status

### ▶ Changeover Reduction ME

Revitalisation of the Changeover Reduction ME (Method Expert) workshops to achieve 85% improvement in results

### ▶ Problem Solving

Simplification and engagement in problem solving through the development and implementation of Unified Problem Solving (UPS)

### ▶ Value added Enhancements

Provide value-added enhancements to enable the more effective transformation of the Breweries and the Supply Chain based upon business needs and audit findings on the way of working and application of TPM tools

### ▶ TPM Implementation

Modified TPM implementation introduction for "Smaller" Breweries to negate the need for formalised pillar structures

### ▶ Development and Training

Development and Training support for Steps 4 and 5 Autonomous Maintenance and targeted loss approaches, e.g. Breakdown Reduction

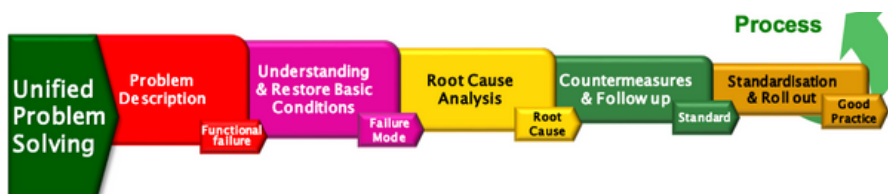
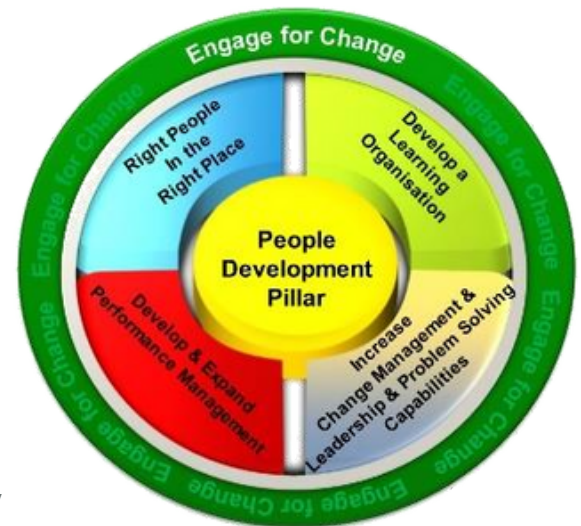
### ▶ Leadership Competence

Leadership Competence development through Coaching for Auditors and Shop Floor Excellence through "Morning on the Shop Floor" and Leader Standard Work

# APPROACH

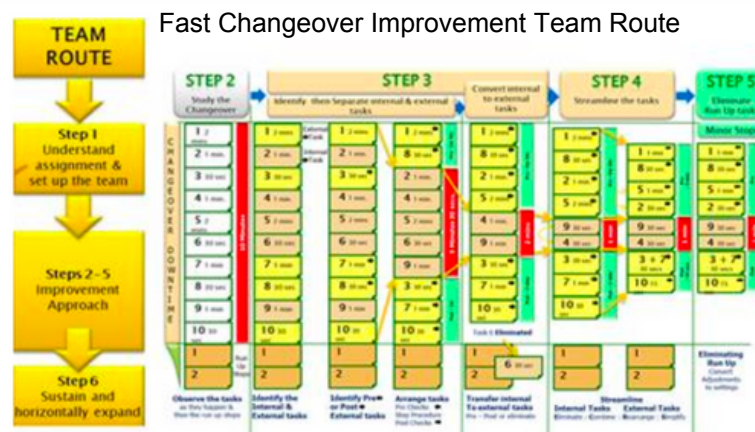
Initially, two Senior Directors supported the programme; this evolved to other members of the Henkan team supporting specialist areas and extended areas of interest and value. The initial support was the provision of Auditing in strategic breweries and Operating Companies audits. This further developed into the coaching of Heineken internal auditors and the creation of the Heineken Auditing Video.

The T&E Pillar is a well-recognised and structured approach supporting competence development within a TPM programme. However, the challenges for People within their context for delivering a World Class Brewery Organisation meant that the scope and elements of the Pillar were limited to support the challenges.



Henkan took a lead role in redefining and implementing a revitalised People Development Pillar, engaging the HR community in a single agenda approach. This program needed backing for the Master Global Pillar, the development of additional tools like "Strategic Workforce Planning" and "Morning on the Shop Floor" (MOSF), and the rollout of the supporting strategy through a People Development workshop held 16 times globally.

To enhance production flexibility amid a growing product portfolio, we've revamped the Changeover Reduction toolkit and expert workshop delivery method. Our focus on loss evaluation, a challenging mindset, and technical rigour across phases aimed for substantial improvement. The challenge was to deliver a step change in results from the normally acceptable 50% reduction to a minimum 85% reduction in changeover time.



One of the most critical areas for change was the execution of problem solving, with the emphasis being on identifying larger teams struggling with the pace of delivery and the opportunity to solve problems quicker with the confidence of sustainability. Henkan created a logic model, Unified Problem Solving (UPS), based upon the simple phases of problem solving to understand how to minimise complexity and apply the tools more effectively and efficiently.

The toolkit created released people within a framework to apply the most straightforward problem solving tools logically and rigorously. As a result, more people were engaged in problem solving, and an increased pace of results was realised. Henkan proactively supported the Heineken challenge to ensure the programme of TPM was developed towards business needs, maximising the potential of the framework of tools and Leadership competence to deliver shop floor excellence.

# RESULTS

1

## Silver Level Recognition

Several Breweries have now attained Silver Level Recognition, having transitioned significantly to using TPM to deliver business results across the Supply Chain.

2

## Unified Problem Solving

The engagement in UPS is seeing a pace of daily, weekly, and monthly problem solving, whereas previously, the programme was primarily Quarterly based teams.

3

## Leadership Support

The People Development influence has now seen Leadership supporting shop floor teamwork through the structured Daily Control System (DCS) and Morning on the Shopfloor (MOSF) activity – Problem solving and the pace of learning have increased across all Breweries and Logistics functions.



*The majority of projects now meet the expectation of reducing changeover time*



## CLIENT TESTIMONIAL

The Henkan Team have made a significant contribution to the progressive success of the Heineken TPM programme over the last 3 years.

As a valued partner for change, they have supported us through the transfer of their knowledge and experience using a practical, passionate and engaging approach.

### CHRISTOPHER KERR

(Global TPM Director – Heineken)

# TAP TO PLAY



**Tap into Heineken's TPM journey**

Watch the Testimonial Video

