



When it comes to the crunch: How Idhammar's OEE System helped Burton's Foods to cut costs without cutting corners

HIGH PRESSURE MANUFACTURING, demands precision operation and a team-based approach to continuous improvement - but Burton's Foods also recognises that reliable and accurate information is fundamental to success. Detailed OEE analysis allows production managers to identify exactly where losses are occurring and provides the tools to support the efforts and initiatives required to resolve issues - adding up to huge financial benefit and consequently a fast return on investment.

At the heart of Burton's

With six core values - speed, performance, innovation, relentlessness, integrity and teamwork - at the heart of the company, Burton's Foods sets itself the highest standards to ensure it is a cut above the rest. Burton's has been making some of the nation's favourite biscuits since 1935, with a passion for traditional methods and simple ingredients, four bakeries across the UK produce a range of biscuits for famous brands including Jammie Dodgers, Wagon Wheels, Cadbury Fingers, and Maryland Cookies, along with, Lyons, Viscount and Own Label biscuits.

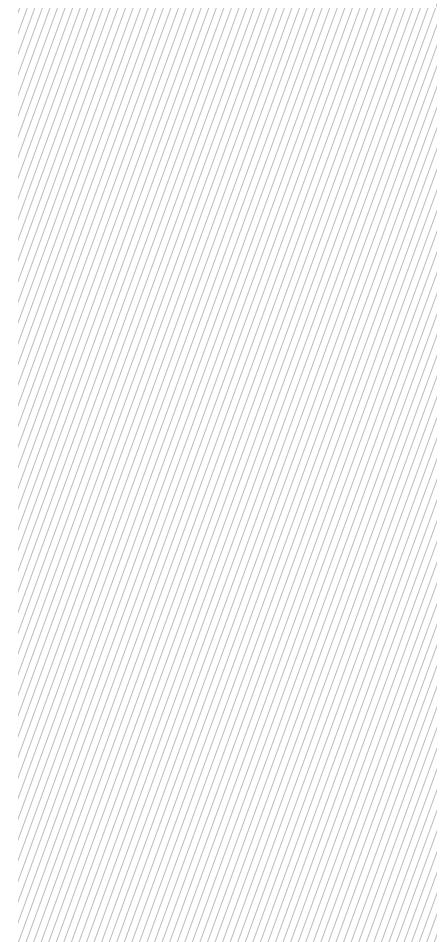
Improved performance, sustained quality

Faced with the sustainability challenges that impact all manufacturers, particularly within the food and beverage sector, Burton's strives to operate every production plant at the highest possible speed, with the lowest number of stop-pages, producing the highest possible quality biscuits, with maximum product flexibility at the lowest possible cost. So with 450 employees at the Blackpool site, covering a 24 hour shift pattern, operational excellence is a strategic imperative, and in 2005, under the vision and leadership of Manufacturing Manager Patrick Mroczak, the Blackpool site embarked on a journey of Lean Manufacturing.

After implementing a series of successful lean initiatives including 5s, SMED, Value Stream Mapping and other TPM techniques, the site was looking to replace its spreadsheet performance measurement processes with a quicker, detailed, drill down analysis system and so trialled Idhammar OEE on a single production line - line 8. The system measured and reported every second of production, enabling the newly appointed Continuous Improvement team to highlight the top losses and focus the improvement agenda.

"Measuring performance by analysing OEE means that we can identify exactly where losses are occurring. Idhammar OEE has identified every opportunity for improvement, some requiring simple, low-cost changes to processes which would have been difficult to identify, and perhaps more importantly, quantify without an OEE System. We installed the system on line 8 first and it's now our best performing line; rolling it out to the other lines was a clear cut decision"

Patrick Mroczak, Manufacturing Manager, Burton's Foods





The clear benefits of the trial, both financial and operational, meant that throughout 2008 the core system was rolled out to the other lines for a site wide solution. The Idhammar Quality Monitor software was also installed to reduce business risk by providing real-time, paperless control of compliance and reporting. Configured to monitor product content, parameter and frequency, the software has improved batch-traceability and reduced the level of product waste by triggering tasks according to a specific inspection schedule, so that shop-floor personnel can perform the required checks and enter the results in real-time.

"Throughout the project, a key aim has been to keep operators fully engaged in the production and monitoring processes as given the right training, support and appropriate tools, they are helping to provide much of the information, not just data, which the continuous improvement team needs to analyse availability, performance and quality issues. Far from making redundancies due to improved plant performance, we have made the absolute most of the skill we've invested in and have actually been able to implement a new line using our existing workforce - our biggest asset"

Patrick Mroczak, Manufacturing Manager, Burton's Foods

Visible improvements

Data capture and operator feedback has been transformed at the Blackpool site with Idhammar's Multi-Line Data Portal and Dashboard Reporting systems, ensuring that any losses identified become key improvement drivers on the shop-floor:

"Our Shop Floor Data Capture System is an integral part of the process as our operators can now manually input information into the system via touch screen units, and in exchange, they are provided with real-time performance data available in a format which is easy to interpret. This means that we can target daily production and engineering down time issues in shop floor meetings - speeding up fault diagnostics and the relevant resolution processes, whilst making sure there is clear accountability for what needs to be done."

Dave Hannah, Continuous Improvement Manager, Burton's Foods

Quantifiable savings

Burton's Foods has quantified the significant savings made with the Idhammar OEE System and forecast even more savings over the next two years. This is very good news in the current climate, and paints a promising picture of the company's future.

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With Idhammar's OEE System we have been able to demonstrate ROI with improvements leading to thousands of pounds in savings.

PATRICK MROCAK
MANUFACTURING MANAGER
BURTON'S FOODS

