

Cheese and whey processing company

Committed to continuous improvement and innovation

Case Study
CPG/FMCG

Maintenance & Production: Partners like never before

Company Name:
Cheese and whey processing company

Location: USA

Sector: Consumer Products, FMCG/CPG

Business Challenges:
Increase production capacity to meet rising demand and increase market share.

Consulting Services:
Performance Improvement, Change Management

Capabilities: Process Excellence, Asset Management

Client Quote: *"Despite our solid performance & history, we knew that we wanted to get better, and we weren't going to wait around to go after it. We recognized that Celerant had a business model that fit very well with our culture."*
Director of Operations

Situation

This cheese and whey processing company converts an abundance of high-quality milk into a variety of cheese and whey products. The Client specializes in the production of cheddar and natural American cheeses utilized by private label and national brand companies, and produces nearly 2M pounds of cheese and almost 500,000 pounds of protein and lactose daily across two sites. One west coast site alone produces more cheese than any other single site in the world. In the current economy, the Client has experienced growth due to the nature and quality of their product line, and is looking at opportunities to further supply and grow their market share.

Approach & Delivery

Celerant's Production and Maintenance teams mapped the company's core processes and analyzed inputs and outputs at each step. Key performance indicators and short-interval controls were installed using a "train and do" approach. Project team members as well as other stakeholders were given Root Cause Analysis (RCA) and problem-solving training simultaneously as the Production Loss Accounting System (PLAS) was installed. This enabled the client to begin solving repeat problems with longer term preventive actions.

The company was started by a co-op of local dairy farmers and has maintained a sense of family and community. This is a tremendous strength because of long tenures and homegrown leadership that has been developed. Individuals stake personal responsibility for the success of the company

and there are great individual efforts as a result. Recognizing that, we were not seeking wholesale culture change.

The challenge for the company project team was to retain the sense of community and individual effort while still providing the structure, discipline and focus of the Management Control and Reporting System (MCRS®). Through training, workshops and great client engagement, Celerant was able to show how the MCRS® provides information, tools and mechanisms to enable the individual creativity and efforts and focus the mall into a cohesive management and continuous improvement program.

By the conclusion of the project, a new Continuous Improvement team had been created and high on their list of responsibilities was to be the caretakers of the MCRS®. They live by the mantra "What was the plan? What was the actual? Why were they different and what can we do about it?"

Results

- Over 60% reduction in machine-related downtime, and 8% reduction in Cleaning in Place (CIP) time
- 5% improvement in vat fill time for major product lines, and over 360 additional vat fills during the 32-week project
- Over 50% reduction in "leaker" defects
- Maintenance schedule attainment improved from 50% to 85%
- Unplanned maintenance work improved from over 60% to 40%