



## HOW NIACET UTILIZED OEE TO IMPROVE PERFORMANCE BY 15%

Niacet, world's biggest producer of organic salts, has been using OEE Toolkit since 2007. The Niacet Production Manager is enthusiastic about OEE Toolkit, "We share a common goal and OEE is the language that everybody speaks."

### WHY OEE?

"Last year was pretty tough for us. The recession had a direct influence on the construction sector and, given that construction is our main market, we took a direct hit. Our only aim last year was to stay afloat with all employees. Unfortunately we had to say goodbye to a number of our staff. Fortunately Q1 of this year was much better than last year's. We can now concentrate on working more effectively and more efficiently, and on addressing losses. It is really only now that we are utilizing all the features offered by OEE Toolkit."

## REQUIREMENTS FOR THE OEE TOOL

Our head of Technical Services at the time found it essential that decisions were based on data. And moreover, that those data could be turned into reports and charts that made successes, losses and downtimes visible. OEE Toolkit was perfect for that. I think it is great that OEE Toolkit confirms our gut feelings. A quantified overview makes building a business case a lot easier. What I find important concerning an OEE solution is that there is a return on investment. OEE Toolkit is user-friendly; everybody in the plant can use this solution."

### PEOPLE & OEE

"OEE measures everything. Ranging from effectiveness and regular standstills for changeovers to process malfunctions and technical breakdowns. But the OEE score also shows other aspects of production, like safety. It is impossible to have a highly effective production and at the same time have a bad safety score. The OEE score also shows how people work together and their awareness of what they are doing. In short, OEE can help improve effectiveness, but it is still people who can really make the difference. The diversity of people makes my work interesting. I want to trigger our employee -





## PEOPLE & OEE CONTINUED

- to get the best out of themselves. I believe everybody can excel, when the circumstances are right. When we first implemented OEE, it was a bit difficult for the production people. Our employees thought it was a way to control how they were doing their work, they felt resistance. It took us some time to explain that we would use OEE to visualize losses. We involve the production floor by organizing regular OEE meetings with the process engineers, team leaders and the director of operations, in which we discuss not only effectiveness, but also quality and safety. Secondly, we involve the teams by the lowest possible devolution of responsibilities in the organization."

## COMMON LANGUAGE

OEE provides a common language for everybody in the organization. Rob explains: "We share a common goal and OEE is the language that everybody speaks. Conversations are about the business, not about the performance of individuals. When the OEE score is great, we celebrate it together. We want to be world class in all aspects."

## ABOUT NIACET

Niacet is a leading producer of organic salts, including propionates and acetates, serving the Pharmaceutical, Food, Feed and Technical industries. With two longstanding and fully automated manufacturing sites, located in Niagara Falls, NY USA, and Tiel, The Netherlands, Niacet offers world-class quality products to a global market. Their products fill vital needs in a broad range of applications that are essential to everyday life including food preservation, antibiotic formulation, dialysis treatment, energy, and production

## OEE & THE BOARD

"We discuss our OEE results with our management-team every month. Furthermore, there is a three-monthly Board meeting. Our OEE reports give us the tool to make improvement proposals and investment proposals. It works, because there is commitment from the Board. To give you an example: with OEE Toolkit we calculated that a changeover took us 16 hours. By investing in improving the CIP installation (the cleaning device), the cleaning time was reduced. We are now in the middle of optimization to get the CIP time down to 5 hrs. Reducing that time is crucial, because in the near future we will expand our product range. In the last 4 to 5 years, our OEE score has increased by 15% on average. That led to better output at a lower cost. In the years to come, we aim to increase our production by 30%, and we use the OEE Toolkit to make detailed plans to be able to do so."

