



IMPROVE PRODUCTION PROCESS THROUGH EFFICIENT MACHINES

Koninklijke Vezet, Europe's largest fresh food company, has worked with the OEE Toolkit Suite since 2014. The objective: 'Don't run as fast as possible, but as little downtime as possible'. Says Wobbe Feenstra, production manager in the Meal Ease department.

Every day, 1.5 million kilos of fruits and vegetables are delivered at Vezet. With these fruits and vegetables, 250 different fresh products are processed. Examples are pre-cut vegetables, sliced fruit, salads, chilled meals and pizzas. They are processed and packaged 7 days a week. Unsurprisingly, OEE is important for Vezet, 'An increase of only 1% can lead to enormous cost savings. In addition, OEE is the starting point for making improvements, because with OEE hidden losses become visible. Think of unplanned stops and long set-up times. In the past, the most important thing was to run as fast as possible. Nowadays, as little downtime as possible is more important. If you have little downtime - and are running at sufficiently high speed with the right staffing - the OEE score will be fine. OEE is leading. We improved by 60% over the past 5 years.

INSIGHT INTO PRODUCTION LOSSES WITH TOOLKIT SUITE

Decide4Action's OEE Toolkit Suite provides insight into production losses. The software collects data from machines, production lines and processes by monitoring time, speed and quality. This data is then analyzed. Each component refers to specific aspects of the process that can be improved. Vezet says, 'The OEE tool gives us a language that we all understand. This way, we can talk about what's wrong and where improvements are possible.'

MACHINE DATA INSIGHTS

The OEE reports show immediately where the pain points are and where things are going well. Vezet, 'A disruption can be caused by a shift change, a machine malfunction, a slow machine changeover or a problem with the supply of components. We can more easily look for the cause of the disruption. Operators quickly understand how the program works, because it is user-friendly. In addition, they gain insight into what's happening.'

IMPROVEMENTS THROUGH FOCUS ON LINE PRODUCTION

Vezet was able to reduce the changeover times considerably by taking a good look at the occupation of the lines. 'For two lines that switch back and forth continuously, we use one extra operator. If line 1 rotates, that extra person sets up line 2. When line 1 is ready, it's just a matter of pushing the button and line 2 can rotate immediately. We call that hopping. It's like the pit stop in Formula 1, where a lot happens and no one is waiting.' In addition, Vezet has been able to shorten outage times by bringing the technical department closer to production. The quality of the incoming goods flows has also been improved by good cooperation with the purchasing department and suppliers.'

FURTHER IMPROVEMENT PROCESSES

The OEE can yet be a few percent higher, Vezet expects. There is still much to be gained, especially in the supply of raw materials, and we could automate some processes even further. The aim is to achieve a structural OEE of more than 70 percent. Reducing changeover times remains the most important factor in further improving OEE.

FACTS & FIGURES

- ▲ Improving 1.5 million kilos of raw materials per day
- ▲ 120 permanent staff and 70 temporary workers per week
- ▲ Week 2 shift work from 5 a.m. to midnight
- ▲ Work 16 production lines seven days a week
- ▲ 2014 start date OEE toolkit suite
- ▲ 60% improvement in Overall Equipment Effectiveness
- ▲ Meal Ease Department

