



TRANSFORM GUT FEELINGS INTO PROCESSED-BASED THINKING

Wienerberger and Decide4Action have been working together since 2003. Ruud van Tour: "This production facility was built in 2000 and in May 2001 the first tile came out of the tunnel kiln! Changes were needed: the facility required process operators. It was our challenge to streamline that process and it required for employees to claim ownership of their tasks. We started off with simple Excel spreadsheets. But then, we realized that our state of the art machines made it possible to use an OEE software solution that measured everything automatically. OEE Toolkit made – and still makes – it possible to measure results and effectiveness."

REQUIREMENTS FOR OEE

Han continues: "Most of all, an OEE solution must be user friendly. As I always put it: a system is a slave and not a master. It must support the process, not determine the process." Ruud van Tour: "Secondly, flexibility is required. Decide4Action's OEE solution fits in perfectly. A certain degree of customization has to be possible. Next year, we will discuss our needs mainly for reporting and to see which data can be uploaded to our management information system."

WIENERBERGER & DECIDE4ACTION

The Wienerberger Board now has decided to use OEE for all 16 production locations in the Netherlands. Ruud van Tour: "At this moment, 12 production locations use OEE Toolkit satisfactorily. Next year, the other locations will start using it too."

PEOPLE & OEE

You cannot implement OEE overnight. Ruud van Tour: "It is necessary to provide good guidance to employees when you start working with OEE. Sometimes, production teams are concerned beforehand. It's a new system for them. Coaching is important. If you handle your communication properly, it will bear fruit. Moreover, it is crucial to communicate that OEE Toolkit measures machines, not people. When they discover the advantages of the system, they get really enthusiastic about it and we even see it. It creates a healthy level of competition between different shifts and different teams. We would advise other companies that start using OEE Toolkit to select 'ambassadors' from your team, to get it accepted. One of the best things about OEE Toolkit is that it provides a new means of communication for the floor. Before, we heard 'I told you so' quite often. Now, we look at the data and pinpoint where the problems are. We see a change in perception and people feel more involved." In a production environment, every change has an impact.



MORE RELIABLE THAN HUMAN MEMORY

During the economic crisis, OEE became even more essential for Wienerberger than it already was. Ruud van Tour: "It was of utmost importance to know where our possibilities were to work more efficient. That requires data to make the right analyses. OEE Toolkit is much more reliable than human memory. People may feel a certain machine is constantly causing trouble, but when you look at the data, it turns out the problem is somewhere else."

MORNING KICK-OFF

For Ruud van Tour, the core of OEE can be explained simply, "The OEE morning kick-off is the most important. Every morning at 8 o'clock we take 15 minutes to discuss the OEE figures from the previous day with the shift manager, an operator and the technical services manager. We discuss what was great, which issues must be solved, what can we do to improve and which machines need long-term maintenance that ask for new solutions? We use OEE data mainly for long term analyses.»



OEE AND THE BOARD

Digitalization is becoming increasingly important. We have several production lines that we measure with OEE Toolkit. It is our goal that all production lines are measured. OEE is a pyramid. We have our overall OEE measurement. But underneath there are several 'sub OEE's. We use the OEE Toolkit to measure productivity, waste, stand stills, technical availability and uptime. By measuring all those OEE's, you can quite easily see where the problems are. Our headquarters in Vienna demand that we communicate in a standardized way. That is also the case for our OEE reports. OEE is part of our production controlling system (PCS), that links production data and production numbers with SAP. It is our wish that data from OEE are used in our SAP system. In communication with the Dutch Board, the right data must be available. OEE provides a means of communication. We can show the Board what we are doing and where improvement is possible.

"The change that using OEE Toolkit makes, is that gut feeling – and experience – is transformed into process-based thinking. We believe that the system helps us to become better and more competitive. And we make use of the principles of mankin: always wanting to move forward,» says Wienerberger.

ABOUT WIENERBERGER

Wienerberger is market leader in the field of ceramic building and paving materials. They operate worldwide. The production process is fully automated. Every week, more than 1 million roof tiles and corresponding products leave the production facility.