



Expert Interview

**Our converting factories
share their secrets
of success.**

Start with top management ... then involve all employees.

TPM (Total Productive Maintenance) has worked so well in Tetra Pak that we have started to share the methodology with our customers.

Gary Whitehead, Director Solutions Deployment, says: “We offer an approach that goes beyond the theory and is practical. Customers visit our factories to learn about TPM, and this has encouraged many of them to begin the TPM journey.”

Tetra Pak introduced TPM almost 20 years ago in its converting factories, where it is also called World Class Manufacturing (WCM). Since then it has helped them achieve outstanding levels of employee engagement and production performance. **Andrea Sereni**, Plant Optimisation Delivery Manager, E&CA, says: “Credibility is important: we try to be someone who is believable, based on what we ourselves have done.”



Gary Whitehead



Andrea Sereni

In fact, some customers inquire about TPM after a visit to one of our converting factories. Gary recalls “The converting factory in Hohhot, China, became successful with TPM and even achieved the highest level in the methodology. Several customers who visited were impressed, and asked, ‘Can you do the same thing for us?’”

Hu Xiang Yin, the Factory Director in Hohhot, says: “We have more than 10,000 person-hours of experience with TPM for customers. We are also organising academies with customers to deliver knowledge and practise coaching. Customers come to see what we are doing and there is very good collaboration.”

Andrea says that customers in Europe can also visit our converting factories, such as the one at Rubiera in Italy. “We have even organised training sessions with colleagues in the Rubiera converting factory so that customer operators can meet their counterparts and speak face-to-face.”

Alessandro Izzo is the WCM Manager in Rubiera. Based on his experience he emphasises the role that top management plays in the TPM journey.



Alessandro Izzo

***“Without commitment from top management you cannot start, because you need to invest people’s time to carry out TPM.*”**

“Without commitment from top management you cannot start, because you need to invest people’s time to carry out TPM. Top management shows how to act, and ‘walks the talk.’”

Once a factory starts the journey, the focus extends to involving and motivating all employees. Gary says: “Top management needs to drive TPM. At the same time, though, TPM is a failure if we do not motivate people, and this is one of the biggest challenges factories face when they implement TPM.”



Ivy Li, WCM Manager, Hohhot, explains: “At the beginning TPM can seem like a lot of activities which will add more work and time. We therefore have to do change management. The challenge is to convince people and bring them on board.”

One tool that can help motivate teams is the awards programme of the JIPM (Japan Institute of Plant Maintenance). Xiang Yin says: “The JIPM Awards engage teams and encourage them to achieve outstanding performance. Everyone enjoys the challenge and the achievements.”

Above all, factories who have experienced the TPM journey emphasise that the secret of success lies in

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doing. Andrea recalls listening to a TPM expert in Japan. “He asked us several times, ‘Do you understand?’ Each time we answered, “Yes, we understand... Yes, we understand... OK, we think we understand.’ Finally he said to us, ‘Do you understand? You only understand the moment you do.”

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