



Delivering more value to our customers with TPM (Total Productive Maintenance)



“With TPM (Total Productive Maintenance) we can deliver value to our customers far beyond just offering maintenance and training on their own,” says **Gary Whitehead**, Director Solutions Deployment, APAC. “We’ve helped them achieve increased quality and productivity, reduced costs, and environmental benefits.”

The Japan Institute of Plant Maintenance (JIPM) defines TPM as “a maintenance method which improves productivity to achieve zero losses and reinforces production foundations.”

The methodology helps manufacturers eliminate losses in three main categories:

- OEE (Overall Equipment Effectiveness) losses, in order to gain time to produce
- Management losses, in order to gain productivity
- Yield losses, in order to save materials, energy and consumables

The JIPM helps manufacturers track their progress with a five-level award scheme. Factories use these awards to set goals, motivate teams and recognise achievement.



Outstanding performance and increased employee engagement

Tetra Pak introduced TPM almost 20 years ago in its converting factories, where it is also called World Class Manufacturing (WCM). One of these is our Hohhot factory in China. Factory Director **Hu Xiang Yin** says: “Thanks to TPM we have achieved good employee engagement and outstanding performance, and we have become a centre where our customers can see TPM in action. Last year we were pleased to receive an award from Mengniu, our second largest customer, recognising our efforts to improve quality through innovation.”

Ivy Li, WCM Manager, explains how TPM has helped Hohhot eliminate losses: “Using TPM tools factory teams dig in detail and find the real root causes of problems. When they identify these root causes, they can introduce the right actions to prevent reoccurrence.” By applying TPM tools consistently Hohhot has won the JIPM level five award for world class TPM achievement.

Likewise, our converting factory in Rubiera, Italy, has seen employee engagement and production performance improve over the past 20 years. The factory has reached level four in the JIPM awards and is also a TPM showcase for customers. **Alessandro Izzo**, WCM Manager, says that TPM is effective because it focuses on people. “If we want success, we have to create the right conditions for people to do their jobs, and this is what TPM does.”

Andrea Sereni, Plant Optimisation Delivery Manager, E&CA, adds that TPM also encourages employees’ contributions by supporting better teamwork. “Imagine that a company is like a football team. It’s not only about getting the best players on the football pitch, but also making sure they play together. TPM is an excellent way to coordinate talents.”

Sharing the success with our customers

Since TPM has worked so well for us, we have started to share it with our customers, with a practical approach that allows them to get started quickly. This distinguishes us from consultants who offer more theoretical training. "Credibility is important. We try to be someone believable, based on what we ourselves have done," Andrea says.

The first step in helping our customers is to listen to them and find out what they need. We also observe their operations to uncover issues they may not even be aware of. Once we understand their challenges we can customise TPM to their requirements and objectives.

Implementing TPM requires the support of top management in any company. Gary explains: "We always want to communicate with the people who understand the big issues of the company – typically three to five people."

Alessandro points out that this is something we know from our own experience in our converting factories. "We have to have commitment from top management to start the journey, because we need to invest people's time to carry out TPM."

The key principles when implementing TPM are:

- Secure that the current situation in terms of performance, cost and risk is clearly defined
- High focus on the foundation, to enable deployment of methodologies in a sustainable way
- Use Daily Management System (DMS) to create people empowerment
- Involve the whole organisation, from left to right and top to shop floor
- On-site hand-in-hand coaching and audits by Tetra Pak

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