

Competitive Manufacturing

Frucor New Zealand Auckland, May 2010



“We have a problem! My Managers don’t know how to handle the 140 people generating ideas now, when, prior to embarking on the CM journey, there were only a small number of people generating ideas! The number of ideas that are now coming from the factory floor to improve the workplace – it’s as though somebody has flicked a switch. Change has always been with us, people will engage with change when they feel the change is good for them.”

Henk Roling, Manufacturing Director



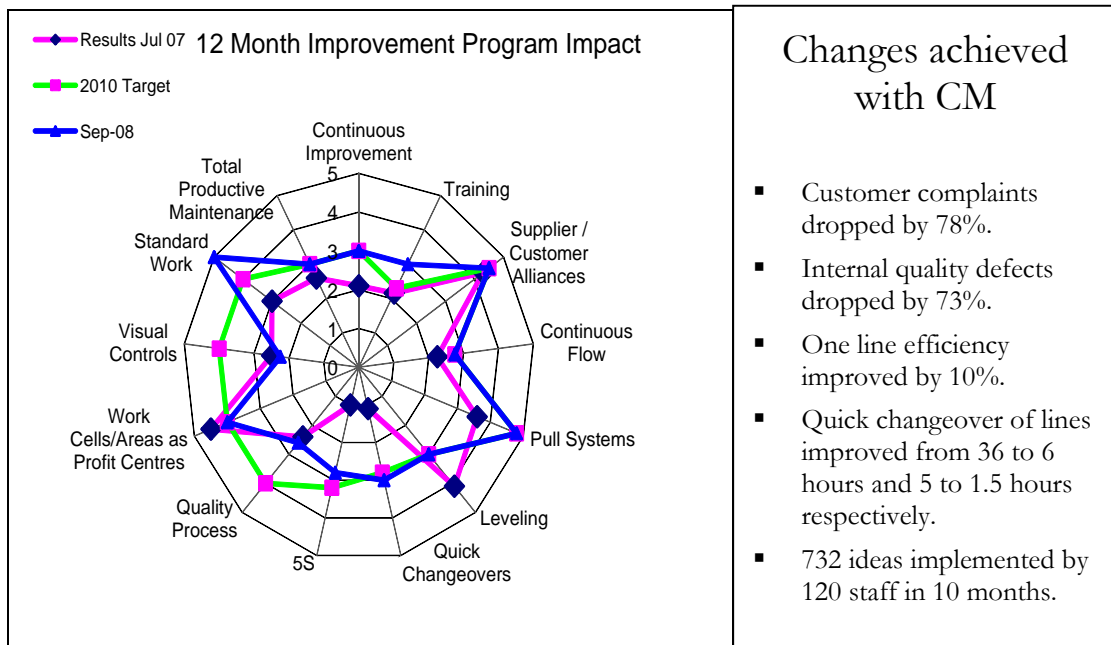
Frucor has a vision that developing staff through a formal improvement programme will stimulate change in all aspects of the business. Quite simply, the results have been achieved right through their internal value stream. They achieved this with new thinking, and a shift in behaviour, from: “I come and do what I’m told” to one of, “I can and do make a difference!”

Achieving “making a difference”, had to be so simple yet so effective that everyone would take ownership of the difference they could control. The results were staggering and unleashed a wealth of knowledge they always knew was there, but did not have the means to tap into.

During the first ten months of 2009, 120 staff implemented 732 ideas in their workplace. This is only possible if their ideas were supported by their team leaders and resources to make the changes had been budgeted for. We knew that both these elements were essential and budgeted \$000 to ensure ideas could be implemented. We do not disclose our financial information. We did not keep track of the Return on Investment (ROI) specific to CM, as it is such an integrated part of how we do business. The ROI would be impossible to detail as a ratio, but we are sincerely impressed by the business results over the past two years.



Case-study #3 Frucor New Zealand Auckland



Visually displaying our radar chart gives everyone an insight into where our processes are currently rated, where we want them to be, and how we are progressing in achieving that performance target. We now have a scoreboard everyone can see and use. This radar chart gives everyone a good picture of where our strengths are and what we need to be working on in our improvement projects.

We wanted a fundamental shift to all people understanding that CM and our way ahead would be 80% in cultural change and 20% in visible change. CM qualifications were sponsored and endorsed by Frucor as part of the staff personal development. Receiving qualifications and certificates for many staff was their first academic achievement since leaving school. This had an even bigger sense of achievement for some, as English was not their first language.

A PERSONAL JOURNEY OF LEARNING

Godfrey van Boom, Procomac Shift Team Leader

The most satisfying sense of achievement is seeing the face of a team member when they have successfully implemented the ideas they have come up with for a problem they have defined.

Diane Sutherland, Tetra line Team Leader

With the qualification, I can now attempt opportunities way outside my comfort zone.

Ngametua John, Procomac Line Operator

As a person who was, for the first time after leaving school, having an opportunity to learn and have a CM qualification Level 2, well, this is great.

COMPETITIVE MANUFACTURING CASE STUDY INFORMATION

The full length case study is available at the Competitive Manufacturing web site at www.cmi.org.nz