

## “YOU’VE GOT TO BE IN IT, TO WIN IT”

Having been a TPM<sup>3</sup> Coordinator, Iain Snelling, Production Manager – Juken New Zealand Triboard Mill, understands the challenges involved in implementing a continuous improvement methodology such as TPM. By implementing TPM<sup>3</sup>, the Triboard Mill has increased OEE to 80%, reduced downtime by 18% and has also achieved a 100% customer delivery rate.

Owned by Japanese Parent company WOOD ONE Ltd, Juken New Zealand operates 4 mills based in the Masterton, Gisborne and Northland regions. Iain’s site is primarily concerned with the production of “Triboard”, a unique wood panel consisting of an inner core of wood strands sandwiched between surface layers of MDF (Medium Density Fibre). The majority of this product is currently exported to Japan for use in their housing market.

### *The Declaration*

In 2000, it was officially announced by Juken Nissho Ltd, that TPM would be introduced to its global operations. During these initial stages, Juken Triboard acknowledged the introduction of the methodology and spent time learning about TPM and its applications.

### *The TPM<sup>3</sup> Kick-Off*

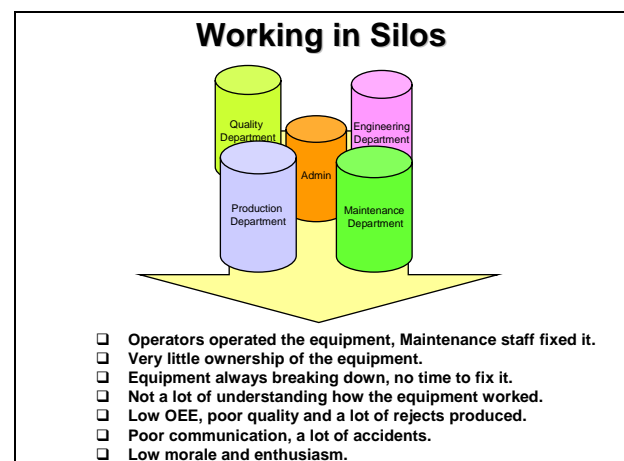
After familiarising itself with the methodology, in 2001 Triboard commenced the roll out of TPM<sup>3</sup>. In an effort to successfully implement and support the initiative, Juken NZ collaborated with CTPM Australasia and carried out workshop improvement cycles. They concentrated their efforts on the weaker areas of the plant as an initial point of improvement.

Also during this time, Iain travelled to Japan to observe the implementation of TPM at parent company sites, an experience which he described as “very interesting”.

Admittedly, Iain found the experience overwhelming, as he wondered how Juken would manage to achieve the same results within its New Zealand operations.

### *Working in Silos*

Iain recalls communication problems were widespread as the first TPM<sup>3</sup> cycle commenced. Departments on site were segregated; there was a lack of communication and understanding. In turn this caused low moral and enthusiasm and little or no ownership amongst staff.



However, as the TPM<sup>3</sup> journey progressed, an overlapping workplace structure soon emerged. There was an increased flow of inter-departmental communication and cooperation which led to fewer frustrations experienced and a distinct increase in the skills and knowledge of staff were noticed due to ongoing training and development.

### *JIPM Award*

The Triboard Mill, being owned by the Japanese parent company WOOD-ONE was set the challenge to achieve the JIPM first level of TPM Excellence award. Iain commented that “Setting this goal created a lot of competitive pressure between the JNL sites.”

He also referred to CTPM's 5 Level Milestone Excellence Award, which he thoroughly recommends setting as a goal for any company or site progressing through the TPM<sup>3</sup> journey in order to "create the urgency" as required.

Having worked with CTPM and being closely involved with JIPM - in November 2005 the Triboard mill completed their final audit for the JIPM Award presenting 12 case studies to Professors from the JIPM Institute. Triboard focused its presentations on business improvement areas such as Maintenance Excellence Management (MEM), Focused Equipment Improvement (FE&PI); and Health & Safety. The site was awarded the prestigious JIPM award in December 2005.

### ***Fostering TPM<sup>3</sup>***

Iain believes that education and training are essential in providing the right environment for embracing a new improvement strategy. He found that the "WIIFM" aka "What's In It For Me" attitude was prevalent at Triboard and this needed to be addressed at both management and operator levels. In order to solve this issue, Introduction to TPM<sup>3</sup> workshops were carried out and then supported by Pillar Workshops. "Triboard has been continuously carrying out training workshops and cycles through CTPM to keep the momentum of TPM<sup>3</sup> flowing throughout the company."

TPM<sup>3</sup> helped immensely from the beginning when it was important to set the foundations to develop a learning culture within the business. "The support was great and TPM<sup>3</sup> showed us how to make TPM work rather than just tell us as many companies do."

After becoming involved with CTPM and performing cycles dependant upon team work, Iain discovered that there were many talents amongst his staff that he never knew existed. He realised that in order for teams to be successful, they would need to determine "who would be good at what" and identify roles suited to the personalities on the team. By doing this you improve the synergy of the team and also generate enthusiasm.

Focused Equipment & Process Improvement was the main focus of the cycles carried out by CTPM. According to Iain these workshop cycles helped the site achieve many gains. Work Area Management (WAM) and MIT Cycles were also carried out and a TPM<sup>3</sup> Leadership team formed. Iain believes that it's not so much gaining ownership or "the drive" from operators but, more so, getting the Leadership team to keep up with the momentum and supporting it.

### ***Opportunities Gained***

As a result of progressing along the TPM<sup>3</sup> journey the following results have been achieved at the Triboard Mill:

- *Increased OEE by 30%*
- *Reduced Downtime by 18%*
- *Reduced Board line rejects to 0.3%*
- *100% Customer Delivery Rate*

The results above weren't the only improvements achieved as there were also many intangible improvements made.

### **Intangible Results**

- **People taking care of and looking after the equipment**
- **A logical method of problem solving is established**
- **Departments working together to solve problems**
- **Improved communication between departments**
- **People learning new skills and personal development**
- **Site losses prioritised and solutions worked on**
- **A better understanding of the equipment and mill process**



Iain stressed that TPM<sup>3</sup> involves the entire business and that we cannot simply focus on looking after plant or getting good OEE ratings. "We need to take all aspects of the business into account."

Iain went on to thank CTPM for their ongoing support and believes that without TPM<sup>3</sup> the Triboard site wouldn't have achieved the many benefits provided by the journey.

For more information about TPM<sup>3</sup> – Australasian Lean contact Anthony Burt, NZ Managing Navigator on +64 7542 3018, CTPM Australasia Head Office on +61 4226 6184 or visit [www.ctpm.org.au](http://www.ctpm.org.au).