

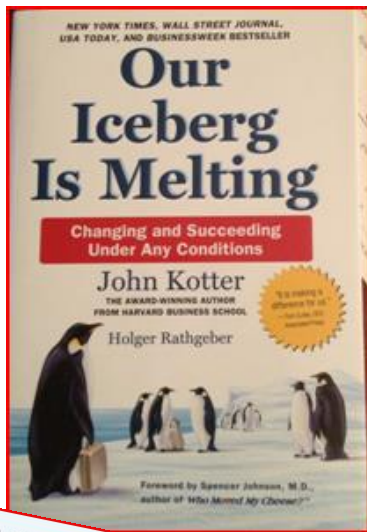
The Eltham Frozen Cheese Project

Purpose: To stop Frozen Cheese being delivered to Eltham and impacting schedule changes and production performance.

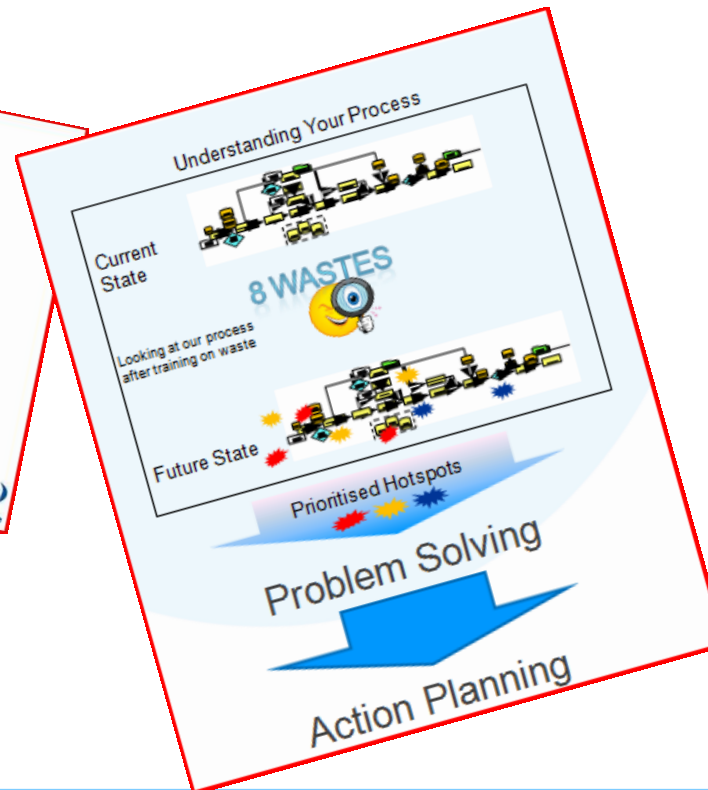
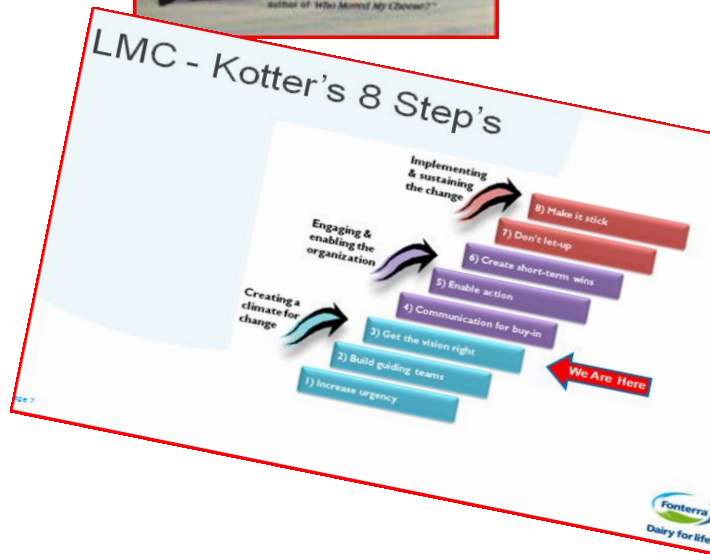
Business Improvement Team

Presented by Gary Jackson, Value Stream Operational Excellence Manager,

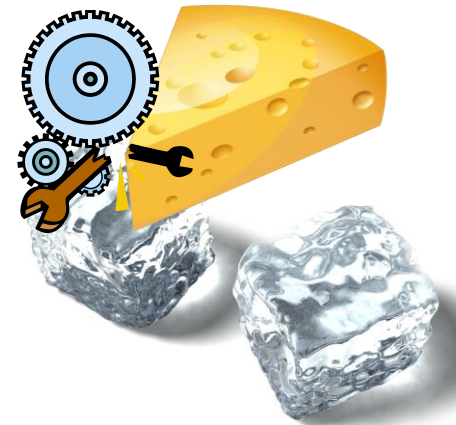




1. John Kotter's Philosophy – 8 Steps of Change.
2. Demonstrating some Continuous Improvement Tools
3. The Journey – “Engaging our people to deliver the Benefits”.



A large colony of penguins, likely Adelie penguins, is gathered on a small, flat ice floe in the middle of a dark blue ocean. The penguins are densely packed in the center of the floe, which appears to be a thin layer of ice. The water around the floe is a deep blue, and the penguins' black and white plumage contrasts sharply with the white ice and the dark water.



A group of King penguins standing in a line on a snowy, icy landscape. The penguins are white with black and orange-yellow markings on their heads and necks. They are standing on a white, snow-covered ground with some ice patches. The background is a bright, white, snowy expanse.

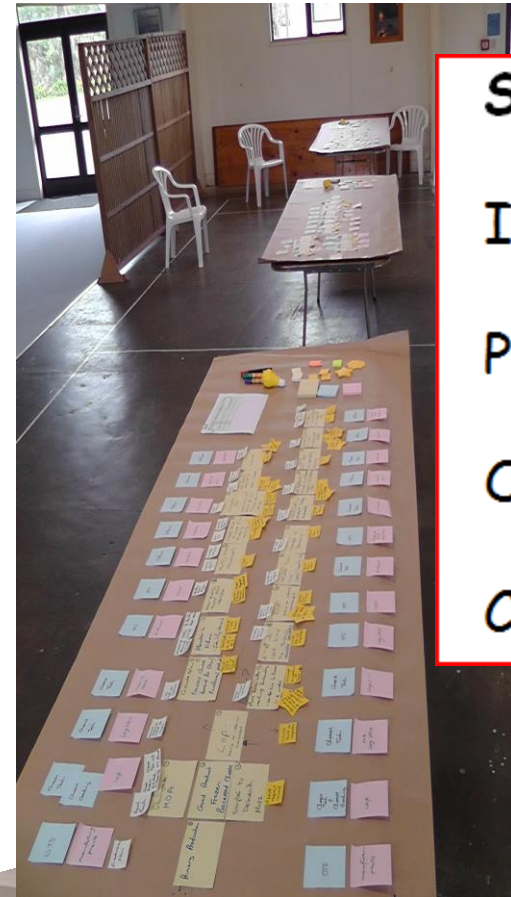


3. Develop the Change Vision & Strategy



S.I.P.O.C. Building...

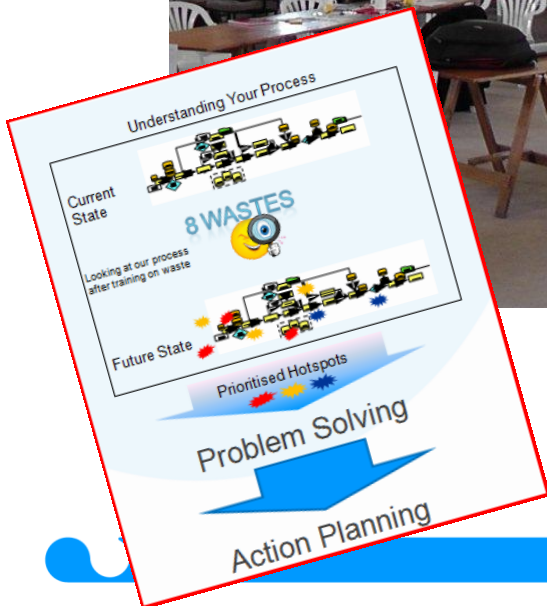
Supplier
Input
Process
Output
Customer



Understanding & Eliminating Waste

Waste Exists In Every Process... We need to Eliminate or Minimise It!

- The 8 Types of Waste
1. **T**RANSPORTATION
 2. **I**NVENTORY
 3. **M**OTION
 4. **W**AITING
 5. **O**VER PROCESSING
 6. **O**VER PRODUCING
 7. **D**EFECTS
 8. **D**ESIGN



4. Communicate for Understanding & Buy In.

GO GEMBA...

(Go See 'Actual or Real Place')



5. Empower Others to Act.



1. Add “Hotspots” Opportunities for Improvement on to the S.I.P.P.O.C



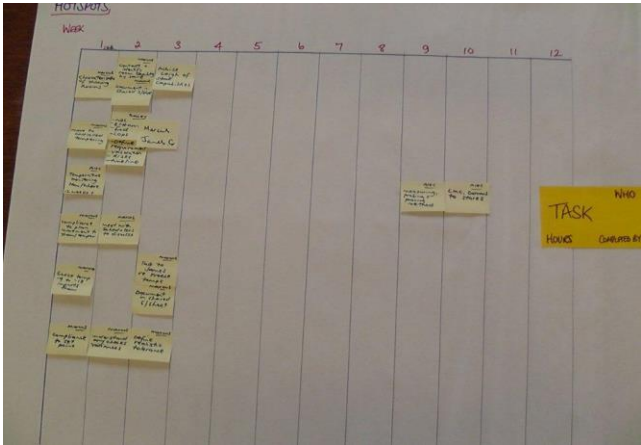
3. Hotspots into Template



2. Prioritise List



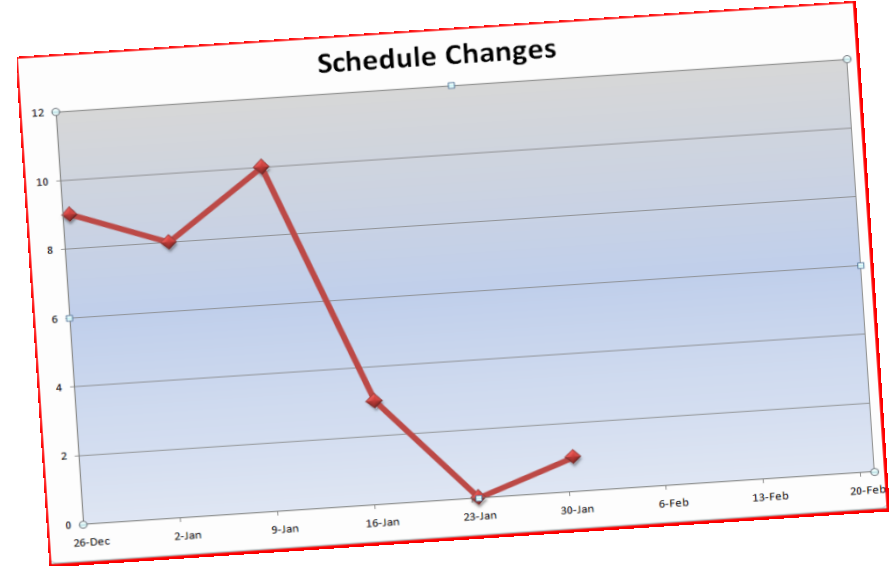
4. Tasks into Network Diagram.



6. Produce Short-Term Wins.



Long Temperature Probe for Obtaining Optimum Cheese Temperatures on Pallets



Frozen Cheese Benefits Register Constructed.

Inwards Goods Product Customer Acceptance (PCA) constructed.

Open, then SAVE AS immediately as today's date (ie 01.04.2011) in correct months folder.

C.St Goods In PCA Consolidation list.

Date:

Load No.	Shedding Store	Pallets	Product Type	Fall Reason	Units	Temps (if required)	CA Number	Comment (if failed)
1	4785	2	2	B	M2528	M2485 -0.40	10913378	
2	4785	2	2	A	D1172	D1204 4.00	10912995	
3	4785	2	2	A	D1196	D1159 4.00	10912997	
4	1828	2	2	A	C4438	C4445 1.90 1.70	10914580	
5	4785	2	2	B	M2451	M2454 -0.50 -0.50	10913377	
6	1828	2	2	A	C4574	C4444 2.90 2.70	10914581	
7	1828	2	2	A	C4659	C4660 2.20 2.20	10914582	
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								

14 14

100%

A=Dry Salt Cheese B=Mozzarella C=IQF Rework D=Grated Rework E=Block Rework F=SOS Rework G=IWS/BNP Rework H=Butter

Fall Reason's

- Top Layer Flat
- Stretch Wrap
- Straps
- Square Straight Sides
- Scannable Bar Code
- Within Confines of the Pallet
- Carton Damage
- Pallet Damage

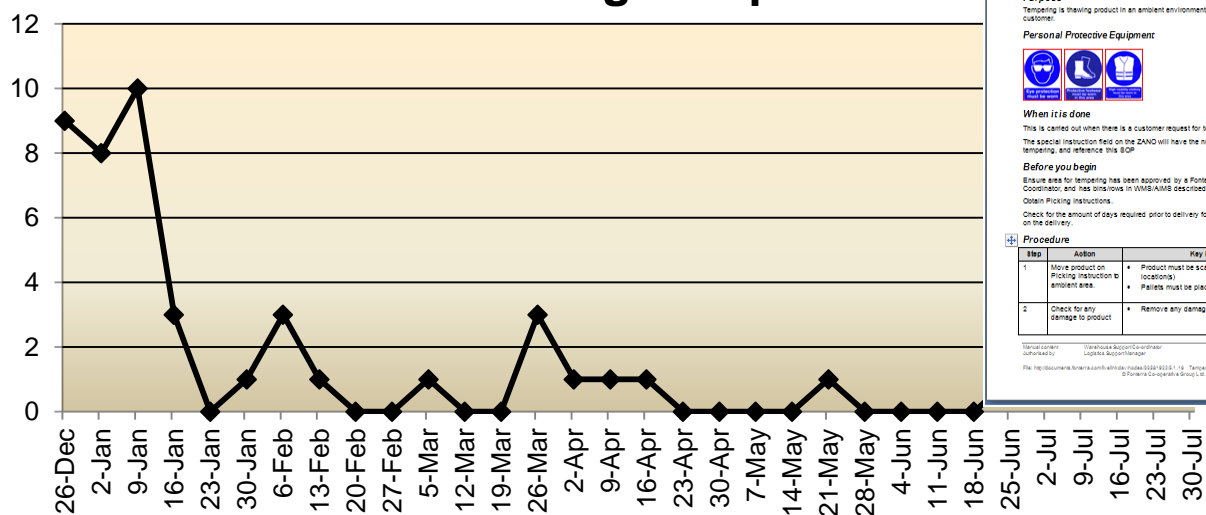
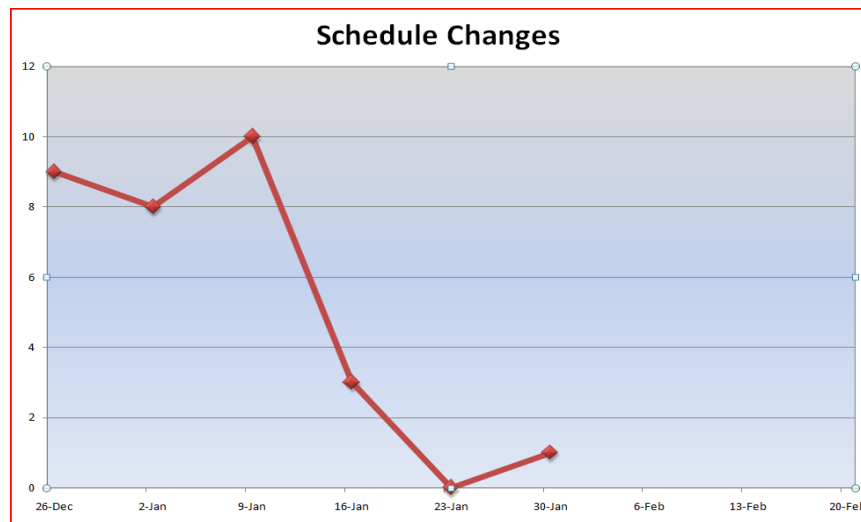
Frozen Cheese Project Register					
Quick Win / Initiative Description	Key Outcome / Benefit	Benefit Measure	Measurement Frequency	\$ Savings / Actual benefit	BAU Date
Initiated assistance from the Compliance Co-Ordinator for SOP for tempering developed and implemented	Building on relationships and opportunity to educate more on Eltham's requirements. Clear instructions on what is required.				
Introduction of temperature monitoring at the store	Increased confidence cheese will be at the required temperature once it arrives at site. Building of relationships.				
Store visits to discuss tempering SOP	Engaging staff. Building on relationships.		Bi Monthly Visits		
Length of time to temper increased from 5 days to min of 9 days	9 days has proven to be the optimum time to achieve 0 deg for the outside blocks, we are still finding the middle blocks are frozen.		Annual		
Tempering trial at Stratford	Results concluded 9 days is correct at ambient otherwise IC is affected.				
Target temperature prior to despatch	Increased confidence cheese will be at the required temperature once it arrives at site				
Introduction of temperature monitoring at site	Confirmation step that cheese is within our target window with regards to temperature. Capture any anomalies before the cheese gets to production				
Introduction of frozen sheet recording in decart	Clarity of the issue and volume of frozen cheese.		Daily		
Summary of frozen cheese ex decart sheets	Factual and clear information. This has been of great benefit. The main issue is the middle blocks, which are being blended to mitigate the risk to production.		Monthly		
Initiation with Logistical Planners for a storage solution for coming season	Emma in working through a solution with NPCCS to assist with our tempering requirements. Better understanding of Eltham requirements.		Annual		
Frequent communication with decart staff	Engaging staff.		Weekly		
Grinder gearbox	2nd August the grinder gearbox was identified as being loose. Since the maintenance in this area frozen cheese issues have decreased to the point that in the last 5 days there have been no sheets received. I have had two separate conversations, different shifts and they have both suggested frozen cheese is no longer the problem it was.				



Celebrate Success !!!



A group of penguins, likely New Zealand penguins, are walking in a line on a wet, reflective surface. The penguins are dark on top and white on the bottom, with some showing a yellowish-brown patch on their heads. Their reflections are clearly visible in the wet ground.

Section 5 Site-specific Procedures

5.1.16 Temper Cheese for load-out to Eltham

Assessment Criteria

Competence in this section will be demonstrated when the learner can:

- Marshall and monitor product to be tempered according to the procedure.
- Demonstrate an understanding of the procedure.

Purpose

Tempering is thawing product in an ambient environment and is done at the request of a customer.

Personal Protective Equipment



When it is done

This is carried out when there is a customer request for tempering

The special instruction field on the ZANO will have the number of days required before delivery for tempering, and reference this BOP.

Before you begin

Ensure area for tempering has been approved by a Fontana Warehouse Manager or Compliance Coordinator, and has bins/rows in WMS/AIMS described as "Tempering".

[Obtain Picking Instructions](#)

Check for the amount of days required prior to delivery for tempering in the special instruction field on the delivery.

Procedure

Step	Action	Key Points	Supporting Info
1	Move product on Picking instruction to ambient area.	<ul style="list-style-type: none"> Product must be scanned into tempering location(s) Pallets must be placed at least 500mm apart. 	
2	Check for any damage to product	<ul style="list-style-type: none"> Remove any damaged product 	SCP-A.1.1 Process Damage

[Manual content](#)

Warehouse Support Co-ordinator

Authorized by

Logistics Support Manager

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Section 5 Site-specific Procedures

Step	Action	Key Points	Supporting Info
3	Check product temperature	<ul style="list-style-type: none"> • Select 2 units per truck load. These must be full units. • Thaw food store every 48 hours. • Use calibrated temperature probe. • Probe carefully so as not to compromise product and product packaging. • Between the 2nd and 3rd inches from the top of the unit. • Insert the probe into the horizontal interface between products. • Wait until temperature reading stabilizes. • Record temperature on the day of delivery and on delivery (5°C) 	FOUO 3.1.7
4	Record findings	<ul style="list-style-type: none"> • On the front page of the picking instructions • Write clearly: <ul style="list-style-type: none"> o the unit numbers, o time, o your initials. • Attach Picking instruction with temperature info to Consignment Note on receiving store. 	
5	Variance notification	<ul style="list-style-type: none"> • If 2 consecutive deliveries are not within the color-coded 2°C, immediately contact the customer service person (person who issued the order). 	

[Manual content](#)

Warehouse Support Co-ordinators

Authorized by

Logistics Support Manager

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8. Create a New Culture.



Benefits

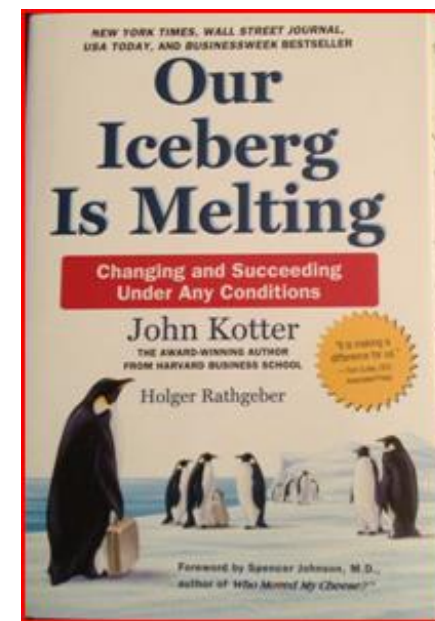
- Tangible
 - Huge Reduction in Schedule Changes
 - Transport Costs
 - Transport/Double Handling
 - = \$76,700 saving in rework per year
 - Mechanical Breakdowns
 - Sticking to One Plan
 - Increased Production
- In-Tangible
 - Less Frustration
 - Engagement of our People
 - Better Communication across the Value Stream
 - Health & Safety



The Leaders Present Back .

Summary...

1. **John Kotter's Philosophy** – Understanding the “**Steps of Change**” will help you deliver success.
2. **C. I. Tools** – Helps you define the problem with a “Structured Scientific Approach”
3. **The Journey** – The project took 10 months to complete which showed the commitment from the team in not letting up, to deliver the ‘Sustainable solution’.



**No
More
Frozen
Cheese**

