

Continuous Improvement Journey

TPM in HEINEKEN Supply Chain

Beer conference
March 2026 Karlovac



E2E Supply Chain approach

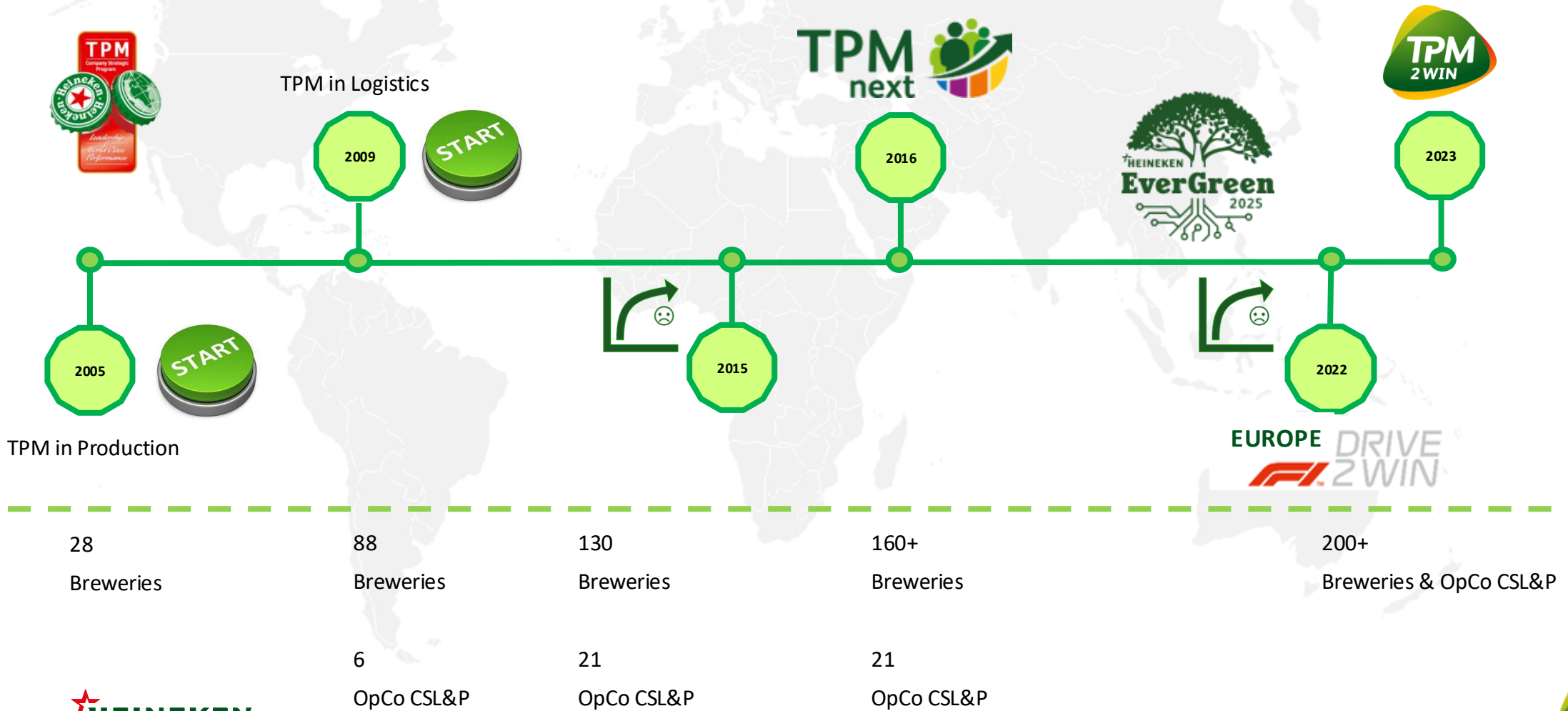


Continuous Improvement Journey

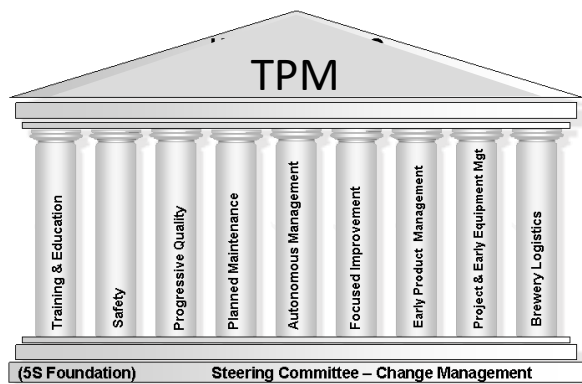
TPM in HEINEKEN Supply Chain



History of TPM



TPM Framework & Evolution



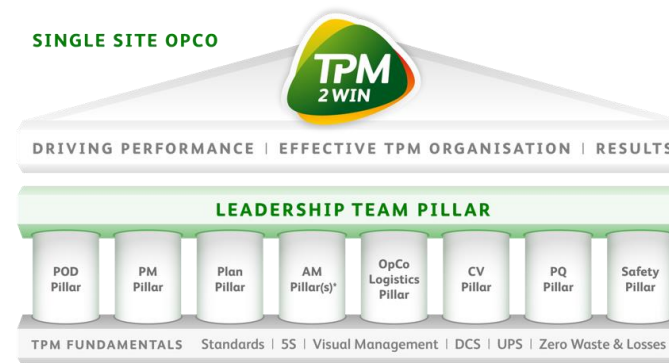
2005 TPM Classical TPM Set Up

- Focused Improvement Pillar
- Organisation & Change Management Pillar
- Training & Education Pillar



2016 TPM Next Business Driven Set Up

- Overall SC Management System including compliance and global programs
- Functional Pillars match Organisational Set Up
- Core & Enabling Pillars (show handshakes)
- FI changed to Leadership Team Pillar
 - Strategic E2E direction setting
 - Driving System
 - Focus on Cost, Productivity
 - Leadership, Culture & Change
- T&E changed to POD Pillar



2023 TPM2WIN Focus on Eradication of Waste & Losses

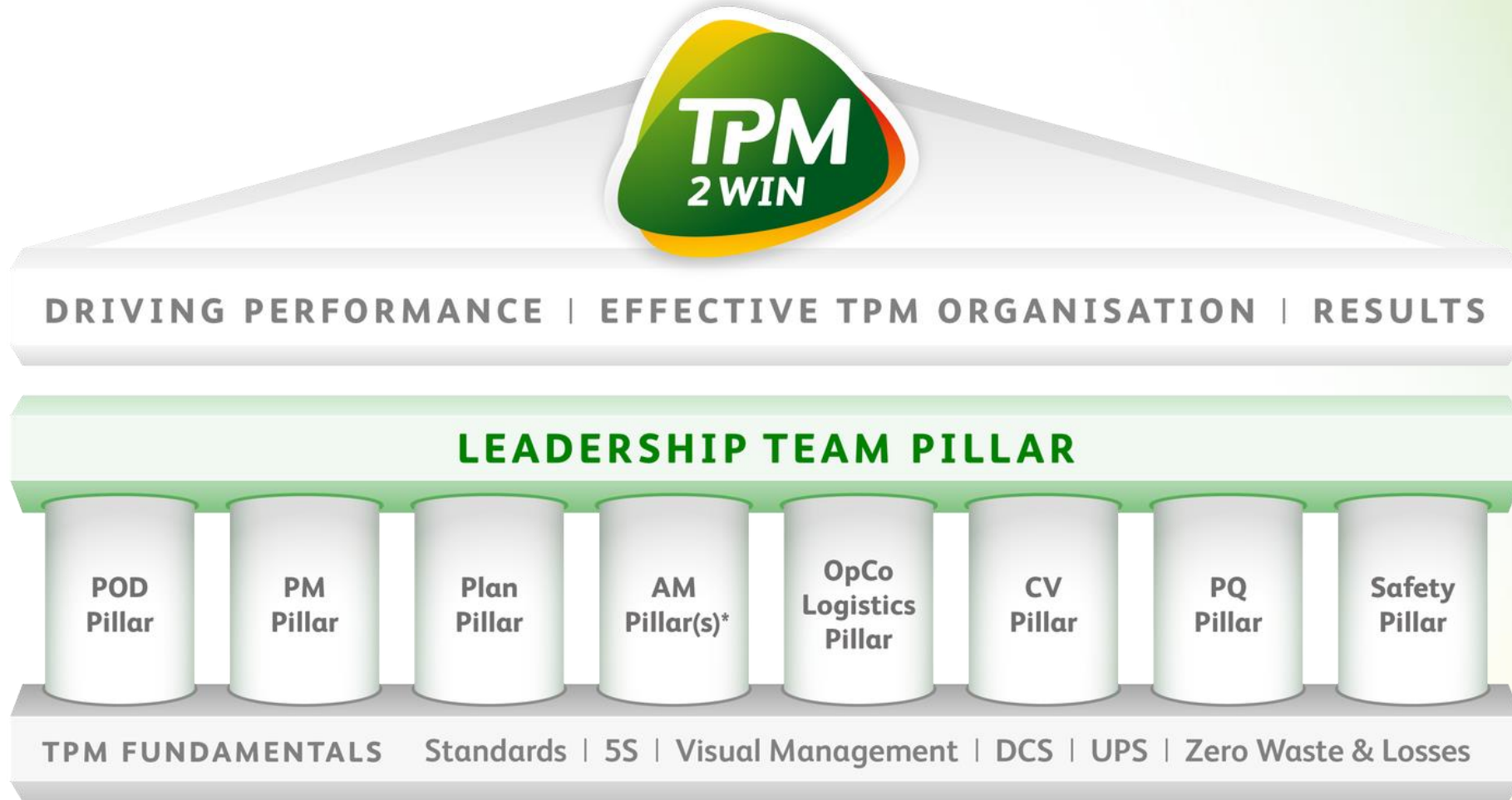
- Fit for Purpose Framework
- Only Pillars with a strong focus on eradication of waste & losses
- Leadership Team Pillar
 - Drive Results Effectively
 - Build a Capable TPM Organisation
- Stricter Governance and Auditing Process

* AM Pillar(s) can be set up according to organisational set up with 1 | 2 | 3 separate pillars.

TPM2WIN Story



TPM Components: OpCo Pillar structure



Leadership Team Pillar

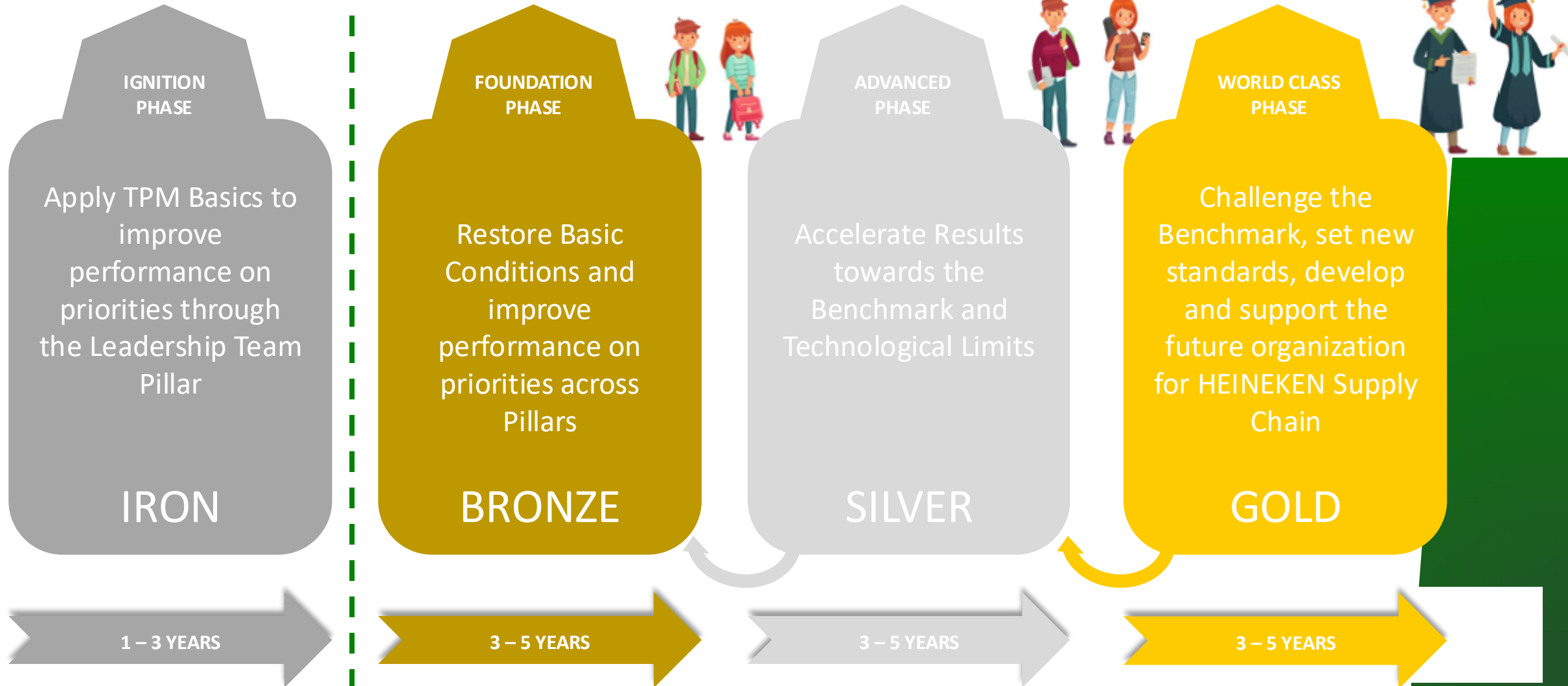
Driving Results Effectively (Improvement Engine)

1. Setting **Direction**
2. Build an **Effective Driving System**
3. Bottom up **Problem Solving**

Creating a Capable Improvement Organisation

4. Effective **TPM Organisation**
5. Effective **Ways of Working**
6. Desired **Organisation & Culture**

Maturity Levels



Lessons Learned

TPM Program



Business Driven Set Up with focus on eradication on waste & losses brings program closer to the business needs and way of working



Continuously update the program with small changes to keep it relevant and close to the business



One program in Production and Logistics to provide 1 way of working and speed up improvements across the E2E Supply Chain

Driving Continuous Improvement



Program led and supported by Global and Regional Leadership, with clear ambitions and roadmap for each Opco and Site



Leadership Team is the owner of the continuous improvement processes and the TPM program and has to lead by example



Driving System with ambitious direction setting by LT with a clear link to driving the performance top- down and bottom-up key to success

Lessons Learned

Governance & Rewarding



Strong Governance and re-certifications are needed to sustain and develop the continuous improvement program and to sustainably improve results



Maturity Levels and Certifications engage people and motivate Opco's and Sites on their Continuous Improvement Journey



Auditor training and Calibration

People & Recognition



Development of People
Continuous updating TPM Skills of workforce and develop new comers is essential



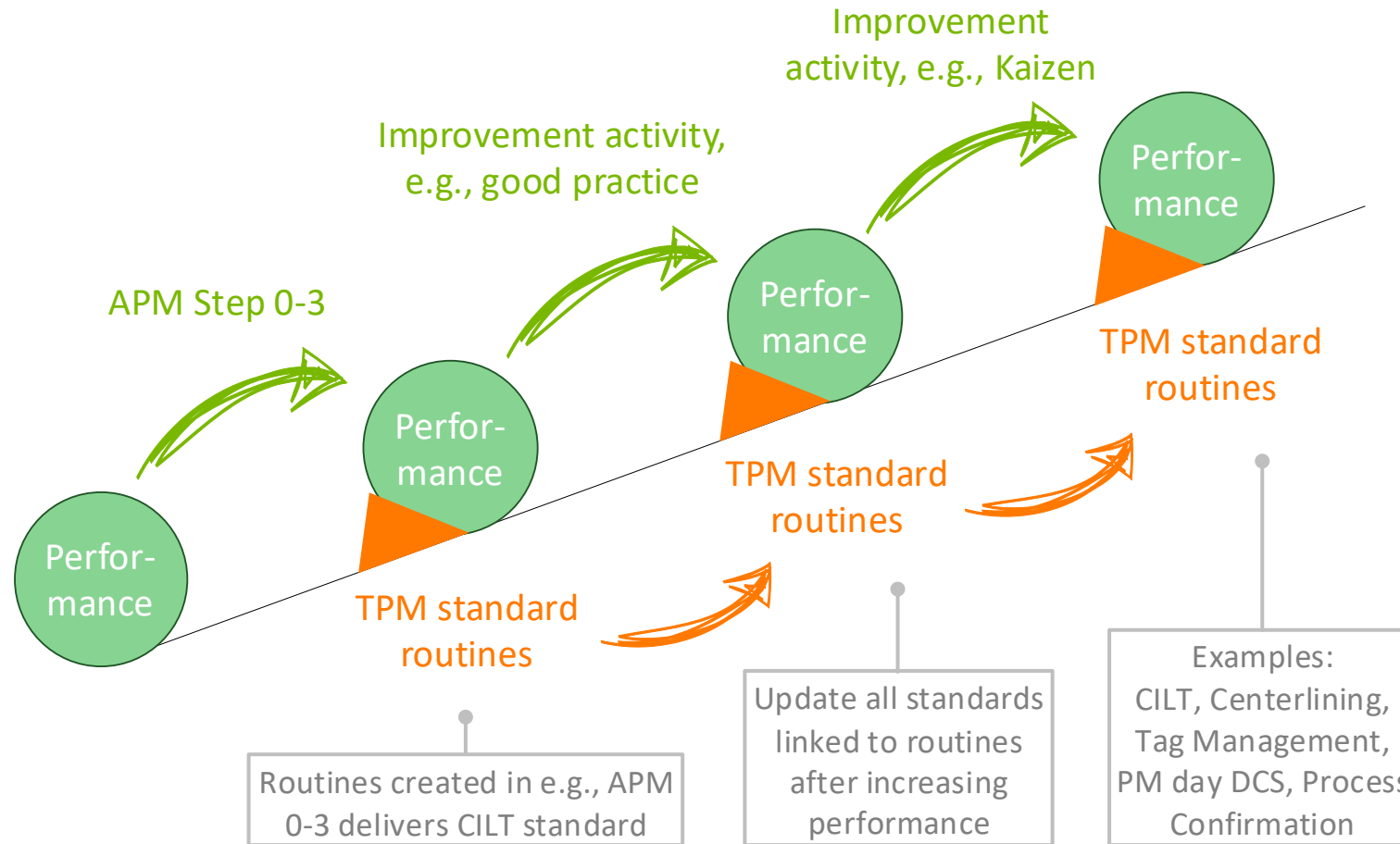
Personal Certification in TPM
Competences important to reward and recognize people development

TPM2WIN 2.0




TPM Standard Routines



Sustained performance improvements by executing and updating standard routines



Legend and observations

-  Increase TPM performance by **improvement activities** governed through driving system (e.g., APM Step 0-3)
-  Use all TPM standard routines to **sustain at current level**
-  If performance is increased, key to **update standard routine** to reflect updated performance

TPM Standard Routines | Description of the routines

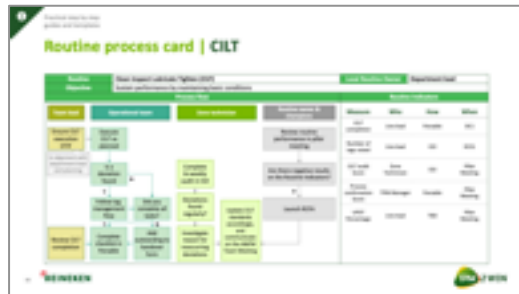
Category	TPM building block	Description
Shopfloor standard routines	Start/stop	Start-up and shutdown of the line or process area
	Change Over	Changeover of the Line or process area
	5S routine	Sort, set in order, shine, standardize and sustain workplace organization
	CILT	Cleaning, inspection, lubrication and tightening routines
	Tag management	Systematic approach for tagging and detagging of deviations
	Centerlining	Alignment of machine parameters to the optimal setting by product
	PM day	Weekly dedicated preventative maintenance activity to ensure reliability
Leadership standard routines	DCS	Daily control system to monitor performance past day & plan for next day
	Process confirmation	Routine checks to ensure proper implementation of standard routines
	DCS and MoSF	Daily control system to monitor performance past day & plan for next day



CILT routine package includes four elements

1

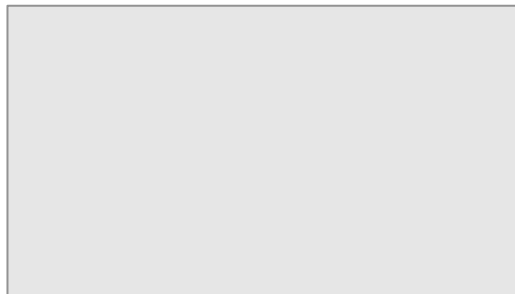
Step-by-step guides and templates



Overview of the required steps to perform the routine

2

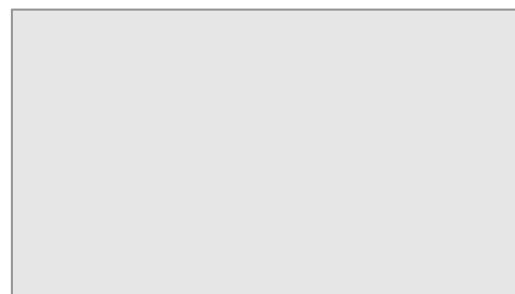
Skills by role required to perform routine



Overview of the required skills per role for the routine, including training materials to close potential gaps

3

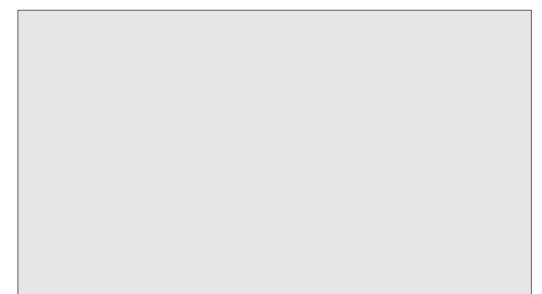
Indicators to measure success



Overview of indicators and targets to measure the success of the routine

4

Updating of the standard routine

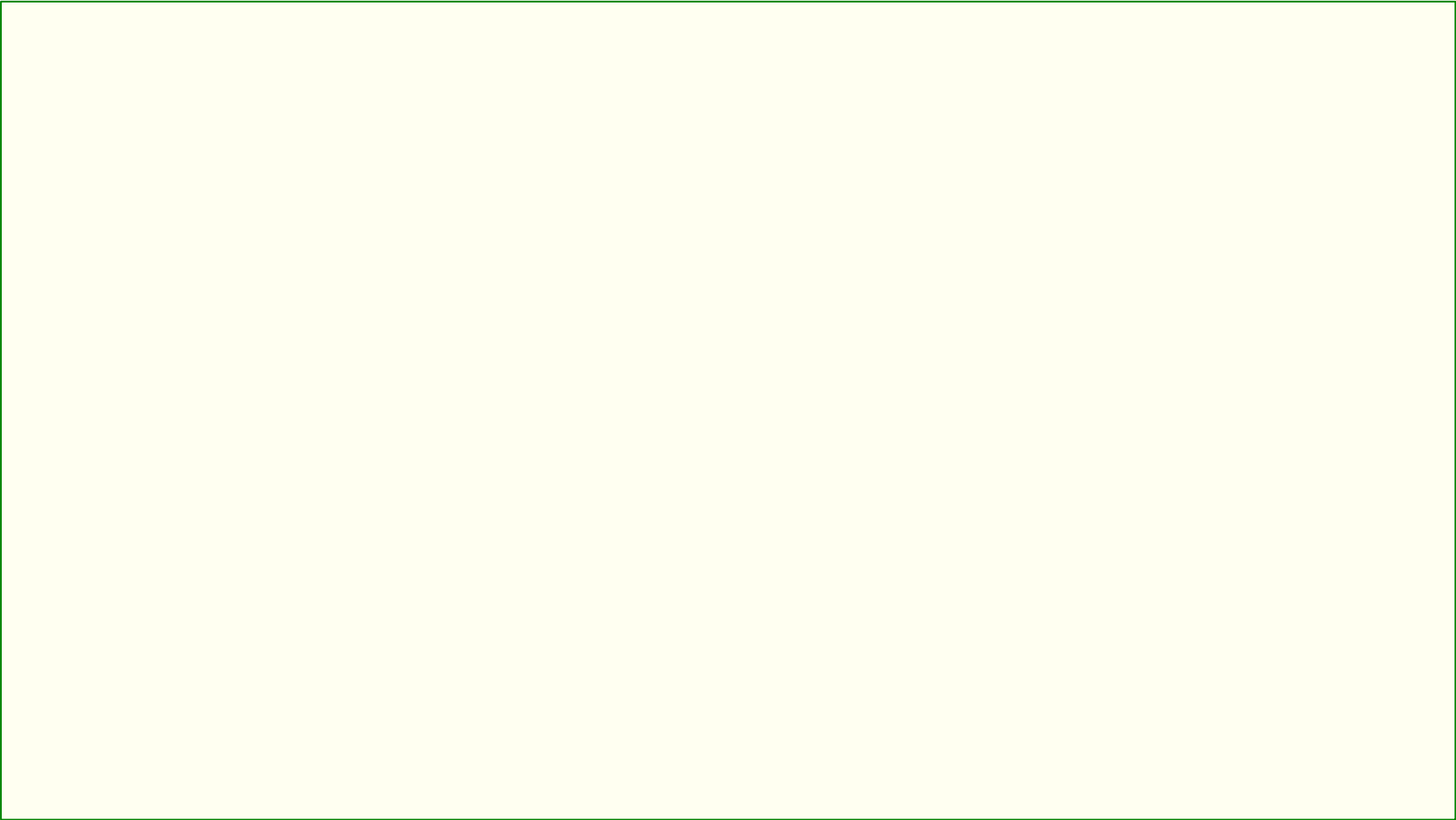



Overview of how to sustain performance increases by updating the routine

Routine process card | CILT

Routine	Clean Inspect Lubricate Tighten (CILT)	Local Routine Owner	Department lead
Objective	Sustain performance by maintaining basic conditions		
Process flow		Routine Indicators	
<p>Team lead</p> <p>Ensure CILT execution OTIF</p> <p>In alignment with department lead and planning</p> <p>Review CILT completion</p>	<p>Operational team</p> <p>Execute CILT as planned</p> <p>Is a deviation found?</p> <p>Follow tag management flow</p> <p>Complete checklist in Parsable</p> <p>Add outstanding to handover form</p>	<p>Zone technician</p> <p>Complete bi-weekly audit in O2I</p> <p>Deviations found regularly?</p> <p>Investigate reason for reoccurring deviations</p>	<p>Routine owner & champions</p> <p>Review routine performance in pillar meeting</p> <p>Are there negative results on the Routine Indicators?</p> <p>Launch RCFA</p> <p>Update CILT standards accordingly, and communicate on the A&PM Team Meeting</p>
Measure	Who	How	When
CILT completion	Line lead	Parsable	DC1
Number of tags raised	Line lead	O2I	DCS1
CILT audit Score	Zone Technician	O2I	Pillar Meeting
Process confirmation Score	TPM Manager	Parsable	Pillar Meeting
UPDT Percentage	Line lead	TBD	Pillar Meeting

TPM Standard Routines | Day in the Life of an Operator





Q&A

