

Miller Brewing Company

Milwaukee, Wisconsin

Client

Miller Brewing Company, a wholly owned subsidiary of the Philip Morris Company, is the second largest brewing company in the U.S., operating eight breweries, five can-manufacturing plants, and a glass bottle plant.

Problem Statement

Miller Brewing Company required a strategic plan for distribution and wanted to know how the process of continuous improvement would support implementation.

Scope-Of-Work

Tompkins Associates developed and facilitated the basic model for the continuous improvement process at the Albany, Georgia; Fulton, New York; Ft. Worth, Texas; and Irwindale, California breweries. The following implementation steps were performed at each site:

- Developed an understanding of the corporate vision and communicated this vision plant-wide through training modules including:
 - Adaptability to change
 - Team dynamics
 - Warehouse Master Plan
 - World-Class Manufacturing
- Conducted a detailed existing operations assessment to use as a baseline for future improvements
- Identified and prioritized improvement opportunities based on the operations assessment and employee questionnaires
- Created a time-phased action plan of improvement projects to be used as the roadmap for the continuous improvement process
- Created action teams and facilitated the development and implementation of improvement projects
- Measured improvements against baseline data and report results

Results

Through this process, Miller Brewing Company has implemented a results-driven improvement program achieving cost reduction savings, standardization and simplification of operations, and improved customer responsiveness while establishing a culture and attitude of continuous improvement.
