

# Miller Brewing Company

Trenton, Ohio

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## Client

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

## Problem Statement

The Miller Trenton, Ohio facility was constructed in 1984, but was not commissioned. In 1990, the decision was made to start-up the facility while implementing many innovative concepts. Tompkins Associates was retained to implement Total Productive Maintenance (TPM), Total Quality Management (TQM), Team-Based Continuous Improvement (TBCI), and a state-of-the-art Warehouse Management System (WMS).

## Scope-Of-Work

Tompkins was a portion of the Miller management implementation team with specific responsibilities that:

- Provided criteria and support in hiring maintenance and warehousing staff
- Prepared job descriptions for maintenance and warehousing positions
- Facilitated the development of the Miller Model of Success
- Developed and implemented the Miller approaches to TPM, TQM, and TBCI
- Conducted TPM, TQM, and TBCI orientation and training for all Miller staff
- Trained all warehousing personnel on warehouse fundamentals and in the utilization of the WMS
- Developed and implemented a competency-based development process for Miller warehousing

## Results

Miller achieved all of its aggressive cost reduction, customer service, and quality goals, while implementing the new facility on schedule. The innovation achieved at Trenton became the benchmark for all other Miller breweries. The success of the WMS resulted in this system being implemented at all Miller breweries. The success of TBCI, TQM, and TPM resulted in the Trenton philosophies being implemented throughout Miller Brewing.