

CASE STUDY

Supporting Global Total Productive Maintenance (TPM) and Operations Excellence for a Leading Brewer



IN BRIEF



Global rollout: TPM now active in 180+ breweries



Integrated support: Henkan, 4C, and Anvil combined TPM, shop floor excellence, improvement interventions, operational and procurement cost savings, and digital expertise



Proven savings: One UK site identified 25%+ maintenance cost reductions



Digital pilot: Anvil AI piloted at one site to streamline asset uploads into the client's system



Scalable model: TPM frameworks and onboarding embedded for lasting impact and continued maturity

A decade-long partnership to create a unified approach to TPM strategy, digital readiness, and operational control.

BACKGROUND

Henkan first partnered with the global brewer over a decade ago to help shape and embed its Total Productive Maintenance (TPM) strategy, supporting early capability building and site engagement.

This relationship evolved into a broader strategic partnership through the FourCentric group. In addition to Henkan's TPM expertise, the client now benefits from the complementary strengths of 4C and Anvil Analytical, enabling a joined-up approach to operational improvement, digital enablement, and cost optimisation without the need for additional external support.

CHALLENGES

The client faced several challenges in scaling and sustaining TPM globally. Deployment was inconsistent across sites, with misalignment between TPM pillars (e.g., AM, PM, and quality). Core TPM content and tools were not fully integrated or accessible, training resources were limited, and capability gaps persisted regionally. Audit processes were fragmented, supported by outdated governance tools, and no standardised onboarding process existed for joint ventures and new acquisitions. As momentum from the initial rollout began to fade, there was also a need to re-energise engagement and maintain focus across the organisation.



SOLUTIONS

Across multiple phases, FourCentric group companies Henkan, 4C and Anvil delivered specialist expertise in training, content development, analysis, and digital enablement to support evolving business and operational needs.

Henkan: Deep TPM Expertise and Programme Integration

- Qualified as Academy TPM trainers for key pillars. Supported mid-year (MY) and end-year (EY) site assessments
- Designed and launched new TPM pillars (e.g. early equipment & product management, shop floor excellence, and safety leadership)
- Led the development of the Internal Auditor College and associated qualification programmes
- Created and piloted TPM journey frameworks tailored for a decentralised, self-sufficient, and evolving operating model
- Created and implemented multiple shop floor excellence programmes across various sites and joint ventures
- Delivered targeted improvement interventions, delivering tangible P&L savings and sustainable performance uplift
- Designed and implemented operational cost-saving programmes

4C Associates: Maintenance Cost Reduction and Data Visibility

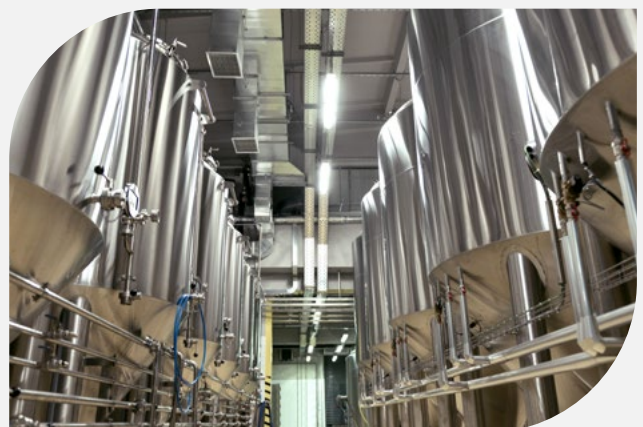
- Led a targeted intervention at a UK site to reduce maintenance spend and prepare for a new global asset management system
- Worked with site and regional leaders to assess

strategy, supplier engagement, and governance.

- Mapped maintenance spend data to asset level to uncover inefficiencies
- Delivered a sprint-based approach combining on-site engagement, data analysis, and opportunity validation.
- Identified and validated cost savings of over 25%, exceeding the client's 3-4% target
- Supported development of an implementation roadmap owned by the internal team

Anvil Analytical: Digital Enablement and Asset Management Support

- Supported back-end data integration and automation
- Introduced OCR technology to convert equipment manuals into structured, upload-ready bill of materials (BOM)
- Enabled readiness for the global Maximo asset management system rollout



OUTCOMES

The TPM programme has been deployed to over 180 breweries worldwide, driving measurable improvements in operational efficiency. As the business expanded, TPM implementation complexity increased, reinforcing the need for consistent standards, integrated tools, and scalable capability development.

- Accelerated operational maturity, rolling out TPM across 180+ global breweries
- Hard-wired governance, embedding TPM into daily site routines
- Cut maintenance costs by >25% at one UK site
- Improved asset care and quality via clearer pillar ownership
- Enabled fast loss elimination through OEE-focused playbooks
- Reduced reliance on central teams by upskilling site and regional leads
- Strengthened governance and visibility via a digitised global audit system
- Scaled TPM into new businesses through a standardised onboarding programme

NEXT STEPS

With the global TPM programme delivering tangible results, the brewer is now focused on sustaining performance through digital governance, enhanced leadership engagement, and continuous improvement. FourCentric continues to support key rollouts, coaching, and programme refresh cycles, ensuring TPM remains a competitive advantage.



What I like is that I have
**a team of experts that
really add value.**

They are not the typical consultants that sell you standard solutions. **They actively participate, challenge, and help you move forward.**

Global TPM Director

Discover how **FourCentric's** group of specialist companies can unlock the hidden opportunities across your supply chain, operations and procurement and drive change that sticks.

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