

H.J. Heinz

CASE
SUMMARY

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H.J. HEINZ USA

Muscatine, Iowa
Muscatine County

Intern: Kelly N. Ruff
Major: Industrial Engineering
School: Iowa State University



The Company

H.J. Heinz USA manufactures branded food products for the retail and foodservice markets. As the most global U.S.-based food company, Heinz earns \$2.5 billion in annual sales. The facility located in Muscatine currently employs 574 people in the production of ketchup, sauces, vinegar and gravy.

Project Background

The Heinz Company has established an Environmental Management System to continually improve its environmental performance. As part of this commitment, the Muscatine facility has identified several areas of improvements in the waste stream and is seeking to develop and implement plans to reduce waste and increase plant productivity. The major focus of the project is the reduction of solid waste generated by the production of the single-serve pouch.

Incentives to Change

The Heinz Environmental Policy requires the efficient use of energy, raw materials, water and packaging to decrease environmental impact. Not only does the project comply with corporate principles, it also corresponds to an increase in product output and a cost savings for the facility.

Results

Multiple pollution prevention and waste reduction opportunities were identified at the Heinz facility. Two solutions to reduce the single-serve production waste and several opportunities to increase recycling are summarized below.

Auto Start Program

The filler machines used for the single-serve operation waste a considerable amount of packaging film and product each time the machine is restarted. To reduce the waste, the computer was reprogrammed to stop and start the machine functions in a controlled manner. The automatic restart reduces the cost from \$0.49 per stop to just \$0.12 per stop. The program will be implemented on all filler machines to bring the estimated cost savings to \$52,812 annually.



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Used Roll Waste Reduction

The single-serve operation uses more than 45,000 rolls of packaging film each year. The current design of the machines leaves several extra feet of packaging material on each roll. The machines could be updated through an equipment upgrade to allow all of the material to be used. A small capital investment of a few thousand dollars could lead to a cost savings of \$21,726.

Recycling Opportunities

There were several types of recyclable materials identified that had been previously sent to the landfill. These materials include paper bags, plastic strapping, metal and plastic barrels, cardboard and foil packaging. Recommendations have been made to implement programs to recycle these materials.

Project Summary Table

| P2/Waste Reduction Opportunity | Annual Waste Reduction | Annual Cost Savings |
|--------------------------------|------------------------|---------------------|
| Auto start program | 19 tons | \$52,812 |
| Used roll waste reduction | 9 tons | \$21,726 |
| Recycling opportunities | 868 tons | \$55,710 |
| TOTAL | 896 tons | \$130,248 |