



**Raising the bar — How innovation and training  
deliver increased profits, improved environmental performance  
and other business benefits**

*A joint energy efficiency initiative between the Commonwealth Government and the beverage and packaging industry*



## INTRODUCTION

*“In a global marketplace where companies must not just identify, but jump on all opportunities to enhance their international competitiveness, it is impressive to see the level of innovation that has been shown by the companies involved in this project. They are successful examples of how a completely fresh approach can lead to cost savings, lower greenhouse gas emissions and a range of other business benefits. They’ve set a new benchmark for the beverage industry.”*

Hon Ian Macfarlane MP, Minister for Industry, Tourism and Resources

A fresh approach to energy management, involving innovation workshops and tailored training modules, is producing significant bottom line results including greater profits, reduced greenhouse emissions, increased productivity, enhanced safety and positive cultural change.

The Energy Efficiency Best Practice (EEBP) program of the Department of Industry, Tourism and Resources (ITR) first trialed this approach in partnership with the beverage and packaging sector. It proved so successful that EEBP is now working with other sectors to redefine best practice in energy management.

This summary report, produced jointly by the Beverage Industry Environment Council (BIEC) and EEBP, provides an overview of the approach developed through the trial, the outcomes achieved by participating companies and the opportunities for extending to other companies and industries.

The report is timely. There is an ever increasing need for industry to address sustainability and energy issues cost effectively, to enhance their domestic and international competitiveness

The joint government/beverage and packaging sector trial demonstrates that an informed, innovative and proactive approach to energy use not only reduces risks and costs, but also delivers major business wins.

*'I congratulate BIEC and the companies involved in this project for the leadership they have shown by adopting a proactive approach to energy management. The approaches adopted have demonstrated that energy efficiency initiatives can lead to financial savings and environmental benefits that improve the competitiveness of Australian business.'*

Mark Paterson, Secretary, Department of Industry, Tourism and Resources

From the outset, EEBP acknowledged that success depended upon effective consultation and collaboration with industry.

*'BIEC provided a valuable framework and network for EEBP's work with the beverage and beverage packaging sector. We approached BIEC because it had a history of proactively addressing sustainability issues from an industry perspective. BIEC also has a network of key industry personnel who are responsible for managing practical and positive responses to environmental issues. BIEC strongly supported the pilot and provided us with excellent contacts who were keen for their companies to participate.'*

Louise Vickery, Manager, EEBP

A steering group was formed with representatives from five companies keen to adopt a proactive approach to addressing energy efficiency issues. The companies were Carlton & United Breweries, Barrett Burston Malting, Amcor Packaging, Coca-Cola Amatil and Lion Nathan.

A scoping paper incorporating input from the steering group revealed that although many companies had established energy policies and management programs, there was a need to:

- ▶ raise the profile of energy management within the companies (especially at site level)
- ▶ improve the collection and interpretation of energy use data
- ▶ develop innovative solutions to the often complex problems that do not present obvious practical answers, or that cross organisational boundaries.

This led to the development of two key approaches: Big Energy Projects (BEP) and Best Practice People and Processes (BPPP).

## BIG ENERGY PROJECTS AND BEST PRACTICE PEOPLE AND PROCESSES

Both the BEP and BPPP approaches acknowledge that energy problems and opportunities are often complex and multifaceted. Effective solutions require the involvement of a range of organisational stakeholders, the development of new thinking to address old problems, and the skills to navigate an organisation's cultural characteristics to successfully implement new ways of doing things. BEP and BPPP recognise the need to address both technical and organisational issues to achieve practical ways to improve energy efficiency.

**Big Energy Projects** are innovation processes designed to achieve 'big step' energy efficiency improvements. They help companies face a variety of energy issues. For example, sometimes before a BEP, energy wastage has been identified but comprehensive and cost-effective solutions have not yet been found. In other cases, companies investing in new plant or equipment, or upgrading existing systems, are aware that these investments may have to accommodate environmental concerns. As a result, it is important that investments are energy efficient, and contribute to improved productivity and quality. BEPs are intensive processes that focus on such problems and opportunities. They aim to challenge existing thinking and develop

practical, innovative solutions that lead to significant energy efficiency outcomes.

The main characteristics include:

- ▶ Preliminary discussions with key company staff, including consideration of energy market and greenhouse issues, help justify a stronger focus on energy efficiency issues and clarify the most appropriate problem for the BEP to address.
- ▶ A background paper brings together existing data and information on the problem, both from within the company and from sources around the world. It also highlights potential areas for investigation. The paper takes a whole-of-system/production process approach, examining the production process from an energy flow perspective. It starts with the intended purpose of the energy and works back through how the energy is supplied and purchased.
- ▶ Key staff from across the company are selected to participate in the workshop, along with technology specialists from outside the industry. This approach aims to tap into existing organisational knowledge and internal perspectives by involving staff from production, engineering, maintenance, management and energy service areas, as well as drawing on broader perspectives from outside the industry to encourage new and innovative thinking.



- ▶ A workshop is held (typically over two days) in which a process facilitator helps participants explore the problem and ensures the experience and knowledge of each participant is used to challenge assumptions and the status quo, and to develop realistic options for improvement. Early sessions set the scene by highlighting the risks and opportunities faced by the company as energy markets evolve and greenhouse policy develops. Through these discussions, the group develops a consensus agreement on the problem and, through brainstorming, analysis and workshoping, identifies potential solutions. The options with most potential are thoroughly evaluated within the company's framework. Action plans are developed by the company, with specialist assistance if required.
- ▶ A workshop outcomes report prepared by the facilitator guides the next steps toward energy savings. Typically, there are various outcomes: some ideas are ripe for immediate implementation, possibly in existing plants; other ideas require further evaluation or research, or will be incorporated into future developments.
- ▶ Follow-up support can be provided by ITR such as regular meetings and monitoring of progress or assistance with implementation.

The trial in the beverage sector involved three BEPs. Barrett Burston Malting examined ways to more efficiently cool and dry barley during the malting process, leading to realistic energy efficiency options for both existing and greenfield sites. Carlton & United Breweries focussed on options to address the inherent inefficiency of a refrigeration system that had significantly more capacity than was required. Lion Nathan explored energy use in pasteurisation processes, as a precursor to replacing its existing system at a key plant.

**Best Practice People and Processes** is an organisational development program that aims to build capacity within companies, so they can apply and sustain effective energy management practices. BPPP is delivered through six training modules, each of which has a strong emphasis on:

- ▶ addressing internal communication issues that limit the implementation of energy efficiency initiatives
- ▶ encouraging a proactive response to addressing internal cultural barriers.

The centrepiece is a series of workshops held to build a cross-functional, site-based energy management team, which identifies and develops a business and implementation plan for an energy efficiency project

on site. The team also develops a plan for supporting site-based energy management initiatives on an ongoing basis.

Technical modules developed for steam, refrigeration and compressed air provide an opportunity to:

- ▶ improve understanding of these systems
- ▶ carry out in-depth measuring and monitoring of energy wastage
- ▶ identify new opportunities to optimise performance
- ▶ develop action plans to implement improvements.

Senior management and shop floor energy awareness modules promote the energy management team's activities. They are designed to gather support for energy management at all levels of the organisation by presenting energy issues in ways that are relevant to the company and its staff.

The modules may be used in combinations according to each organisation's specific requirements. They are also effective in supporting further exploration and implementation of opportunities identified in the BEP process.

## **COMPANY PARTICIPATION AND OUTCOMES ACHIEVED**

The five companies that formed the steering group trialed various components of the program. Three BEPs and 17 BPPP modules were delivered. As well as resulting in direct benefits to the companies, this provided an opportunity to comprehensively pilot the materials, to support expansion to other beverage companies and industries.

The following table highlights the quantifiable outcomes that were achieved for each site. One key issue was the importance of targeting the program to the particular needs of each company.

This is further explored in the short case studies that follow—these elaborate on the qualitative and quantifiable outcomes.

Site	Core business	Elements of program completed	Key quantifiable outcomes
<b>Barrett Burston Malting</b>			
Geelong, Victoria and across sites nationally	Malt manufacture	<p>BEP (new plant with focus on heating/cooling)</p> <p>BPPP modules:</p> <ul style="list-style-type: none"> <li>— refrigeration</li> <li>— compressed air</li> <li>— BEP outcomes workshop</li> </ul>	<p>Savings across six sites over the nine months to December 2001 yielded an improved energy consumption of around 50 000 GJ of combined gas and electricity savings, whilst maintaining product quality.</p> <p>Total operational costs bettered budget by 12 per cent with savings in excess of 20 per cent in one individual malthouse. This improved trend is being maintained in 2002, with a continuous improvement philosophy in place across all six plants.</p> <p>Significant savings identified for the Geelong site and future greenfield sites with the potential to reduce greenhouse gas emissions by 43 per cent.</p>
<b>Carlton &amp; United Breweries</b>			
Abbotsford, Victoria	Beer brewing	<p>BEP (existing refrigeration)</p> <p>BPPP modules:</p> <ul style="list-style-type: none"> <li>— senior management (national rather than site-based)</li> <li>— energy management team</li> <li>— compressed air</li> <li>— shop floor</li> </ul>	<p>A refrigeration upgrade was approved and will lead to savings of \$300 000 per year and 4 800 tonnes of greenhouse gas emissions per year.</p> <p>Overall participation in the program will result in additional year-on-year savings of \$200 000 and 3 200 tonnes of greenhouse gas emissions.</p> <p>A compressed air leak reduction program on one bottling line is leading to savings of \$31 000 per year at a one-off cost of \$9 000.</p>
Kent, New South Wales		<p>BPPP modules:</p> <ul style="list-style-type: none"> <li>— energy management team</li> <li>— steam</li> <li>— refrigeration</li> <li>— shop floor</li> </ul>	<p>Capital expenditure for \$45 000 was approved to install hot water metering equipment.</p> <p>Data is being used to progressively examine opportunities for savings from hot water.</p> <p>To mid 2002, racking line hot water savings of around 120 000 litres of hot water per annum have already been identified.</p> <p>A reduction in the frequency of boiler tripping is leading to productivity and product quality benefits.</p>



Site	Core business	Elements of program completed	Key quantifiable outcomes
<b>AMCOR Packaging</b>			
Thomastown, Victoria	Bottle closure manufacturing	BPPP modules: — energy management team	In the first phase, a ‘changeover’ project was identified by the team, resulting in a productivity increase with a sales value of \$330 000 annually.
Dandenong, Victoria	Aluminium can manufacturing	BPPP modules: — energy management team	Efficiency of one gas-fired oven has been improved by 25 per cent with a saving of 4 GJ per hour as well as reliability and productivity benefits.  A power factor correction project has been identified and will yield savings of \$17 000 per year.  A compressed air optimisation project has identified savings of \$46 000 per year.
<b>Coca-Cola Amatil</b>			
Moorabin, Victoria		BPPP modules: — energy management team — senior management (national rather than site-based) — shop floor	An ambient filling project is expected to save \$100 000 annually and 2 500 tonnes of greenhouse gas emissions per annum.
<b>Lion Nathan</b>			
Lidcombe, New South Wales	Beer brewing	BEP	Reviewed a range of technology options for pasteurisation to support purchase of a new system.

### **Barrett Burston Malting**

*Refocusing on energy issues to implement savings and identify opportunities for existing and future green field facilities*

Barrett Burston Malting’s motivation for becoming involved in the project was to refocus on energy opportunities.

*‘We saw the program as an opportunity to revisit our high energy use areas in detail and really get a handle on where energy is being used and where it is being wasted. It is easy to lose focus on energy issues when there are many other concerns on our management agenda. This program has provided us with a great opportunity to refocus on energy, make savings happen and explore major savings that we can achieve in future.’*

Ray Bracchi, National Operations Manager,  
Barrett Burston Malting

The BEP reviewed the company’s entire malting process with an emphasis on thermal processes in relation to kilning and germination. External specialist advisers—from fields as diverse as microwave drying, timber drying, gas technologies, heat pump drying and modelling of chemical processes—joined key company

staff to explore energy efficiency opportunities. Staff at the workshop included the Vice President of Production, National Operations Manager, National Engineering Manager and Production Services Coordinator.

*‘The specialists participating in the workshop were able to consider the malting process from a completely fresh angle, generating a host of valuable creative ideas for future plant designs and many solutions for retrofitting existing plants...I heard more innovative ideas about how we can improve our process during this one-day workshop than I’ve heard in the last 30 years.’*

Grant Powell, Vice President of Production,  
Barrett Burston Malting

Management supported further investigation and implementation initiatives after being informed that there were potential savings of 43 per cent. Barrett Burston Malting and ITR jointly funded a detailed research and feasibility study at the company’s main site, including a ‘whole-of-system analysis’ of energy, water and mass flows. The study also costed and analysed the benefits of opportunities identified during the BEP innovation workshop.

A review of the feasibility study assessed major opportunities that could be incorporated into a greenfield site, finding that:

- ▶ On site co-generation of electricity and waste heat would provide large savings in energy costs and reduce greenhouse gases by at least 20 per cent, increasing to almost 30 per cent in Victoria where electricity generation produces higher levels of greenhouse gases than other States.
- ▶ Kiln waste heat exchangers are attractive options as they can recover more than one third of the water added to grain in upstream process steps.
- ▶ There is significant potential to reduce fan energy by optimising grain bed depth to surface area ratio.

The main opportunities identified at the Geelong maltings site were:

- ▶ Co-generation sized for electrical requirements, using waste heat in the kilns.
- ▶ Better control over site electrical demand and improved metering and monitoring of utilities (electricity, gas and water).
- ▶ In the germination boxes: fit variable speed drives to motors and optimise air and grain temperature monitoring and control systems.
- ▶ Upgrade kiln systems to monitor intake and exhaust air.
- ▶ Convert fans to direct drive with high efficiency motors.

- ▶ In the refrigeration plant: upgrade instrumentation and control systems, variable speed secondary pumping and automatic chilled water temperature control.
- ▶ In the ancillary services area: improve the operation of the compressed air system and better control the wastewater pond aeration pumps.

Barrett Burston Malting is working towards implementing many of these opportunities. The outcomes of the study have been presented to staff through a series of workshops. Implementation has also been supported through the BPPP technical modules in refrigeration and compressed air.

*'Building on the innovative solutions generated from the BEP, we have utilised the training program nationally to improve understanding and application of energy use within our production process. Savings last year yielded an improved energy consumption of around 50 000 GJ of combined gas and electricity savings. Whole-of-system analysis at our major production site has identified opportunities that will lead to significant energy savings and reductions in greenhouse gas emissions of up to 43 per cent while maintaining product quality.'*

Ray Bracchi, National Operations Manager,  
Barrett Burston Malting

### **Carlton & United Breweries (Fosters Group)**

*Enhancing the existing energy management program by looking at old problems in new ways and building support for energy management at site level*

Energy management is an important issue for Carlton & United Breweries and its umbrella organisation, the Fosters Group.

*‘Energy and water are our major environmental impacts, and they are both going to be major environmental concerns in this century. Thus everything that we do now in energy management is directly aligned to our policy, and from a risk management perspective is positioning us to deal with an uncertain future in the most effective way possible.’*

Russell Peel, Vice President,  
Health, Safety & Environment, Fosters Group

Carlton & United Breweries have been part of the Greenhouse Challenge for a number of years. Each site has energy efficiency and greenhouse targets, key staff have specific accountability for energy management on site, and external energy management consultants support site-based energy efficiency initiatives.

According to Phil Browne, Manager Infrastructure and Utilities Capability, Carlton & United Breweries, the company saw the Beverage Industry Innovation and

Training Project as an opportunity to *‘reinvigorate our energy program at the site level, to get our people involved and to achieve real savings.’*

The focus for a BEP at the Abbotsford Brewery was overcapacity of the refrigeration plant.

*‘The BEP provided us with an opportunity to focus on our biggest single challenge which also happened to be our biggest single energy cost—overcapacity of the refrigeration system at Abbotsford Brewery. We found the BEP to be particularly valuable as a means to incorporate a wide range of external points of view. The specialists involved were able to look at our refrigeration issues without the constraints of having worked in the brewing industry previously.’*

Phil Browne, Manager Infrastructure and  
Utilities Capability,  
Carlton & United Breweries

The BEP identified savings worth around \$300 000 a year through energy performance improvements to the plant’s refrigeration system. Some activities have already been completed. For example:

- ▶ cooling demand for fermentation (load, time profile) has been established

- ▶ fermentation chillback loads have been managed to reduce demand
- ▶ peak refrigeration loads have been minimised by limiting compressor use
- ▶ design and costing for the reconfiguration of refrigeration plant has been completed and a capital expenditure request submitted.

The BEP was followed up with BPPP workshops on the two largest sites: Abbotsford Brewery in Melbourne and Kent Brewery in Sydney.

*‘In the past our energy management approach has focussed on engineering solutions. The BPPP workshops provided us with an opportunity to tap into the skills and knowledge held at site level to enhance staff ownership of issues and to support implementation.’*

Phil Browne, Manager Infrastructure and  
Utilities Capability,  
Carlton & United Breweries

At Abbotsford Brewery, the BPPP workshops provided the team with an opportunity to carry out much of the research and data gathering needed to translate the innovation workshop ideas into an energy efficient refrigeration system on site. The team also developed a compressed air leak reduction program which, on just

one bottling line, is expected to lead to annual savings of \$31 000 at a one-off cost of \$9 000.

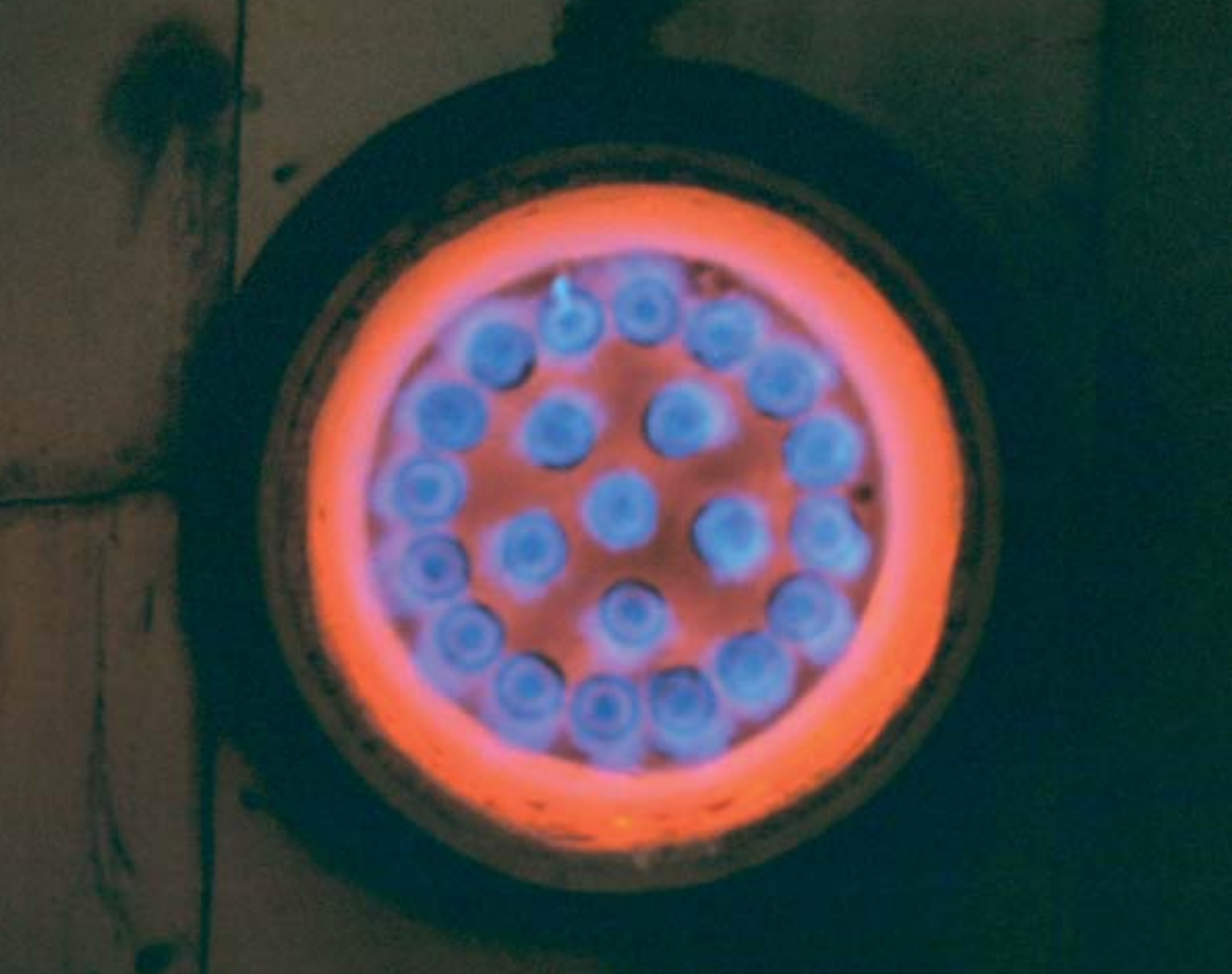
At Kent Brewery, the energy team developed a capital expenditure proposal for monitoring equipment to better understand and optimise the hot water system. Results from the first production area investigated will lead to savings of 120 000 litres of hot water per annum, by switching to cold water for one step in the cleaning process. Further opportunities will be identified as the team analyses other site processes involving hot water.

The benefits of the program go beyond achieving short-term savings and also improve the way energy efficiency is addressed on site in the longer term.

*‘This is one of the first projects attempted at this plant that has involved people from all areas and the benefit of this is significant— not only to our energy costs on site, but to the way in which we operate.’*

Michael Stoneman, Brewing Manager,  
Kent Brewery

A major outcome of the BPPP modules for senior management, the energy management team and shop floor staff is increased awareness of, and motivation for, energy efficiency. At Kent Brewery the energy



management team are carrying out one-hour energy awareness workshops with all staff on site. In addition, an energy awareness module, developed in collaboration with the Kent team, is being rolled out to all sites nationally. An energy awareness and strategy workshop was also held with senior management to communicate the activities coming out of the program and to further engage senior management.

*‘This program has really raised awareness and refocused our staff on energy management throughout all our sites. The combination of the Big Energy Project and training workshops that has actively engaged our staff at three levels—senior management, team and shop floor has allowed us to achieve savings and refocus energy management at our sites.’*

Phil Browne, Manager Infrastructure and  
Utilities Capability,  
Carlton & United Breweries

### **Amcor Packaging, Victoria**

*Energy efficiency focus leading to significant productivity benefits*

At the Amcor Closures plant in Thomastown, Victoria, the energy management team module helped a site-based team identify an opportunity to reduce

changeover time when machines are reset. This initiative has had positive energy efficiency outcomes and is also significantly improving productivity. The module was followed up by activities including training for operators, reviewing standard operating procedures, examining run sizes, changing planning windows, and implementing engineering modifications.

*‘We are on track to achieve a significant improvement in productivity, thus enabling us to produce additional product with a sales value of \$330 000 per annum. Where energy efficiency opportunities are linked to productivity improvements, as was done through this program, it makes them a lot more attractive for us to implement.’*

James Toigo, Site Manager,  
Amcor Closures plant, Thomastown

As Amcor learnt, increasing productivity leads to more output for little extra energy use, and energy cost per unit of production falls. This is because when factories are idling, they still use more than half the energy required than when they are producing. When increasing productivity, all other overhead costs are spread over the higher production, enhancing the value of savings.

As well as implementing productivity improvements, the program also confirmed for site managers the important benefits of consultation with staff involved in major change.

*‘Often the people on our site who need to be involved in making change happen aren’t directly involved in an issue and don’t understand it from the ground up. This program has further reinforced the importance of getting people involved and, although 20 per cent of our staff are now aware of importance of efficient energy use, we will be making sure that we communicate its importance to the rest of our staff. Like OH&S, quality and other issues, energy efficiency has also become a standard consideration for any new project.’*

James Toigo, Site Manager,  
Amcors Closures plant, Thomastown

At another site in Dandenong, Melbourne, a team used the program to identify major opportunities through power factor correction that will yield annual savings of \$17 000 with a payback period of less than one year. The team also identified a compressed air optimisation project, which has the potential to achieve savings of \$46 000 annually.

### **Coca-Cola Amatil, Moorabbin Victoria**

*From ‘too hard basket’ to achieving savings*

The Coca-Cola Amatil site at Moorabbin, Victoria, was one of the first to trial the BPPP workshops. As well as resulting in a successful outcome for the company, feedback from participants helped improve the program. A cross-functional team was brought together to identify an energy efficiency project and develop a business and implementation plan.

*‘We identified a number of possible projects and then through analysis saw that the biggest benefits would come from an ambient fill project. This project has been previously been considered an important opportunity that we should address but until the BPPP workshops it had been left on the shelf in the too hard basket.’*

Dennis Johnston, Environment and  
Quality Systems Manager for  
Coca-Cola Amatil Victoria

In the bottling process, product was chilled so it did not foam when it entered the container. After capping, the bottles were warmed to ensure there was no condensation on them when they were labelled and packed. The BPPP project has presented opportunities to save energy by ‘warm filling’ the product into the

container, considerably reducing the amount of refrigeration used and potentially eliminating the requirement to warm the bottles through hot water warmers.

*'The team has had early successes as well as some challenges as we modify the production process. We are currently 30 per cent of the way towards achieving energy savings of \$100 000 annually and eliminating 2 500 tonnes of greenhouse gas emissions.'*

Dennis Johnston, Environment and  
Quality Systems Manager for  
Coca-Cola Amatil Victoria

The benefits for Coca-Cola have also gone beyond the direct cost savings and emission reductions.

*'The energy management team workshops, together with the shop floor and senior management modules, have had a major impact on raising awareness of energy management throughout the site to the point that we are now getting regular suggestions from staff about energy-saving opportunities. The exposure to the other companies involved in this project has also been extremely useful in providing the opportunity to call up people in companies such as Carlton & United Breweries and Amcor to discuss energy management and other environmental issues.'*

Dennis Johnston, Environment and  
Quality Systems Manager for  
Coca-Cola Amatil Victoria



*Left to right: Louise Vickery, Manager Energy Efficiency Best Practice program, ITR; Troy Rackley, Operation and Logistics Manager, Coca Cola Amatil; Tim Mackey, Deputy Secretary, ITR; Grant Powell, Vice President Production Services Barrett Burston Malting; Ralph Richter, General Manager Beverage Operations, Amcor Australasia; Desiree Wadman, Project Manager, ITR; and Bob Graham, National Manager Brewing, Carlton and United Breweries.*

## NEXT STEPS

The *Beverage Industry Innovation and Training Project* has effectively addressed a number of organisational and perception barriers that limit the identification and implementation of energy efficiency initiatives. It has changed the way participating companies look at and deal with energy use. Using EEBP's unique innovation approach, the companies are achieving large savings. Through BEPs and BPPPs, participating companies have:

- ▶ identified and implemented 'big step' innovative energy efficiency projects that are delivering measurable financial savings and greenhouse gas reductions
- ▶ raised organisational awareness of the opportunities presented by energy efficiency projects, and understanding of how these projects can support existing production and other business issues
- ▶ overcome internal communication barriers to support the implementation of energy efficiency projects that were previously considered too difficult to address
- ▶ developed staff understanding of internal processes and strategies to communicate and gain internal support for energy efficiency projects

- ▶ built internal capacity to identify and implement energy efficiency projects through energy management teams that will drive energy management on an ongoing basis
- ▶ developed networking opportunities across the beverage supply chain and between the companies involved in this project
- ▶ developed more proactive and strategic approaches to managing energy use and greenhouse gas emissions
- ▶ discovered that improving energy efficiency can offer spin-off benefits of far greater value than just the energy saved, including reducing capital investment, improving product quality and productivity, reducing risk and enhancing organisational performance.

All companies involved in the program identified energy efficiency initiatives that they are continuing to develop. The program has also built the energy awareness, skills and knowledge within each company to ensure that they continue to capitalise on new energy efficiency opportunities as they arise.

BIEC is actively promoting the program to its members. BIEC personnel have attended *Train the Provider* training for BPPP modules, and are talking with EEBP, companies and State governments about further initiatives.

Other companies can also benefit. As well as focussing on energy efficiency, BEPs and BPPPs can address other environmental and business issues.

Companies that can benefit from the programs developed through this trial project include those that:

- ▶ have a commitment to reducing energy costs and greenhouse gas emissions
- ▶ have a significant problem or opportunity related to energy use or management
- ▶ want to develop a more proactive, strategic approach to energy as a way of managing risks and creating opportunities, in an environment increasingly dominated by issues such as energy market reform and greenhouse response
- ▶ want to raise awareness internally about the importance of energy management and how it relates to current business imperatives
- ▶ are willing to look beyond technical fixes and use the unique skills, knowledge and perspectives of their own people to identify major opportunities and support effective implementation.

## WHAT EEBP CAN DO FOR YOU

EEBP supports industry sectors to identify and implement cost-effective solutions for a more sustainable and competitive future. The program has a combined focus on innovation, training and benchmarking and also offers practical tools, information and assistance. EEBP is working with a growing list of sectors, which includes alumina production, beverage and containers manufacturing, bread baking, dairy processing, wine making, supermarkets and pulp and paper. Efficiencies have also been identified in vehicle fleet and hotel management.

Through its work with industry, EEBP is learning valuable lessons that are contributing to policy development related to innovation and sustainable development.

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