How a Major Note Printing Company

Cut Asset Downtime by 40% with a CDM/PMO Strategy Reboot

Objective:

Deliver improved Asset Management Strategy on client's critical asset to boost efficiency, cut costs, and reduce downtime in 90 days

Facing significant equipment downtime on a mission-critical asset, a leading polymer currency printing company engaged Nexus Global to improve uptime. To support the client, Nexus Global would recommend a cost-effective PM program for the Chrome and Copper Lines, based on known failure modes, consequence, and likelihood of each failure.

The overall strategy had to balance cost, risk, equipment availability, and performance criteria. To achieve the goal, Nexus Global would deliver a new PM Program to address the following objectives:

- **Machine:** Take control of repeated failures resulting in unacceptable production losses
- **People:** Increase efficient use of resources, improve equipment knowledge, and promote ownership of new maintenance strategies
- **Process:** Remove ad-hoc/informal maintenance; capture required tasks as planned activities at correct intervals to properly manage failures
- **Leadership:** Ensure Senior Management provides available time for PM activities and appoints responsibility for conducting maintenance activity and monitoring KPIs
- **Continuous Improvement:** Improve failure reporting and monitoring to engage a continuous improvement cycle

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Solution:

Facilitate CDM study using PMO to highlight strategy optimization for new PM Program

Nexus Global facilitated a 5-day Consequence Driven Maintenance (CDM) Study with maintenance and operations personnel to review the asset management strategy. By reinforcing a CDM and PM Optimization (PMO) approach to maintenance optimization, Nexus Global was better able to identify expected and unacceptable failures and highlight improvement opportunities, such as critical spares, training, Standard Operating Procedure (SOP), and design, to support continuous improvement in Overall Equipment Effectiveness (OEE).

- Established a System Priority of all assets on Chrome and Copper Lines
- Identified points of failure and potential consequences in terms of revenue and other losses; established the risks and likelihood of each failure using client's Risk Matrix
- Presented new maintenance strategy for the Chrome and Copper Lines based on cost, risk, and equipment availability together with critical spares required to meet production objectives
- Obtained buy-in from Senior Management to implement new strategy, monitor effectiveness, and allow available time to perform PM activities

Results:

Positive results were quickly achieved with reductions in equipment downtime, maintenance costs, and inefficiencies

Approval and implementation of the new maintenance strategy took place quickly. Work was prioritized and planning & scheduling activities commenced within 3 months of the project start date.

Having Maintenance and Operations direct input into the maintenance strategy decision, increased a sense of ownership as well as knowledge sharing amongst the teams. As a result, efficient implementation and transition of the new maintenance strategy proved quick wins for the company with rapid improvements in equipment downtime.

30-40%
Reduction in Non-Value Maintenance Tasks

Improved Resource Allocation

30
New Job Plans Created for Maximo

Reduced Cost of Maintenance

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