



nexusglobal.com/strategymgmt

How a Major Food Manufacturing Company

Reduced Maintenance Downtime and Production Waste by 50%

Challenges:

Different Cultures,
Operating Demands,
and Operational Costs

Nexus Global was engaged to conduct a strategy review in order to improve plant availability, reduce product waste, and reverse the reactive maintenance culture within the organization.

Following the initial review, the same approach would be used across all nine sites using high intensity short duration workshops to standardize maintenance practices across the organization. The target was to implement all work in the CMMS within 18 months.

- Reduce product waste and downtime by half
- Break away from the 'reactive, quick fix, and fire fighting' mentality
- Train resources to be capable of identifying value adding and non-value adding work practices and where required identify alternatives
- Recognize and acknowledge skills within the business; identify weaknesses and up-skilling needs
- Develop management KPIs and leadership targets to align company
- Prepare for zero based budgeting practices and two weekly planning

Solution:

Perform a 2
Week PMO Pilot
Study, Implement
Immediately, Promote
Wins, Review, Improve,
and Repeat

PM schedules, operator rounds, and failure history were collected and prepared for the initial review. An experienced team was then selected for the workshops consisting of personnel from operations, trade groups, and reliability engineering. After the initial process training, the maintenance strategy was reviewed and results were presented to stakeholders and team members. The new PMs were implemented in the CMMS within a few days and wins were promoted throughout the business. The review was then completed across all nine sites over the following 18 months.

- A site was selected for the initial review with a culture work ready for change; assets were selected that involved interaction between operations and trade groups
- Existing PMs, failure data, and operator rounds were collected and prepared for the review
- Awareness and team member training was conducted for management, team members, and team leads
- Upon completion of the workshops, the results and recommendations were communicated and presented to stakeholders and workshop participants
- The new PMs along with the recommended KPIs were implemented following the initial workshop
- The process was rolled out to all sites and the new maintenance strategy was implemented within 18 months

Results:

Over 50% of All
Unplanned Downtime
and Product Losses
Can Be Eliminated

Existing work practices, KPIs, and equipment designs were found to be contributing to poor plant performance. Corporate rollout of the new strategy was approved and completed for over 96,000 assets across all sites within 18 months using the model developed during the pilot.

