



Food Manufacturing – Case Study

Our Client, is an American food manufacturing and processing conglomerate headquartered in Chicago, Illinois. On July 2, 2015, a merger was completed making it the fifth-largest food and beverage company in the world.

Background and Situation:

- World leading manufacturer of confectionary, foods and beverage products. Site specializes in the production and packaging of snack crackers and cereals
- Equipment and process reliability issues included:
 - Reactive based maintenance culture
 - Non-existent Preventive Maintenance (PM/PdM) program for new production lines
 - Incomplete / obsolete Bill of Materials (BOMs) in CMMS (SAP)
 - Equipment criticality not documented (based on individuals' perceptions)
 - Lack of Work Management processes to include work planning, work scheduling and work identification
 - PM Backlogs out of date incomplete and not closed
 - Low PM schedule attainment
 - Few Planned work standards for PM completion

Objectives:

- Develop PM and BOM programs for newly installed production lines
- Develop criticality rankings for new equipment and prioritize PMs
- Develop PM schedules – Recommend frequencies
- Establish work standards for PM routines
- Develop BOMs in support of Planning & Stores
- Input PMs and BOMs into CMMS (SAP)
- Long term objective:
 - Move from a reactive maintenance philosophy to a proactive philosophy thereby increasing Equipment Availability (EA) while controlling O&M costs.



Results:

- **Process:**
 - Working with Site Management, Maintenance, Operations and Third-Party Vendors collaborated to developed PMs (mechanical, electrical and instrumentation) and BOMs for newly installed snack cracker production lines
 - Established documented PM/BOM development and SAP input processes

 - Developed PM criticality rankings to prioritize site efforts
 - Conducted site review and sign-off of all PMs and BOMs with Site Leadership
 - Established and reported weekly implementation KPIs to monitor project's progress
 - Completed PM/BOM development project on schedule and under budget
 - Coached Site Leadership on process development, project management and key aspects of Work Management (i.e., Planning, Scheduling, and Work Accomplishment)
 - Success of PM / BOM initiative led the Client to request additional RMG support in building and input of PMs and BOMs into Client's CMMS (SAP) and other site Work Management support

- **Performance**
 - Achieved 100% schedule attainment for PMs and BOMs development:
 - 43 Processing systems identified
 - 116 PMs developed
 - 1280 BOM line items identified & criticality ranked
 - 57% of BOMs input into SAP – Remaining to be completed by company personnel
 - Completed development of PMs and BOMs on schedule and under budget
 - Success of PM / BOM initiative lead to additional work on-site.