CASE STUDY

PRODUCTIVITY IMPROVEMENTS

INDUSTRY	## Concrete Manufacturing
CUSTOMER	Company B
LOCATION	North America United States
PLANTS	More than 30+

Op-Smart

Simply Better

Problem

A regional manager for Company B, was very aware that some of his plants were operating in the lower third of his company's performance metrics. He knew the problems would be difficult to analyze without reliable production and downtime data, which is a well-known industry problem.

He was on a mission to find a tool to solve this problem.

The Opportunity

With an open mind, and steeped in Lean Manufacturing, the regional manager developed an interest in Op-Smart. As he began to understand that Op-Smart captured ALL production AND downtime activity, he realized that he could finally begin to answer his question:

"How *good* can we be?"

Action Taken

After careful research, Company B chose Op-Smart for a pilot at their plant A, which was performing well below its peer plants. Based on measurable improvements to Up Time, Company B was planning to commit to a company-wide rollout!

How It
Worked

Within 2 weeks of signing the agreement, Op-Smart launched its Quick Start process. Using plant blueprints and knowledge gathered through a plant walkthrough, Op-Smart was able to configure the plant in Op-Smart and prepare the technology for delivery. Op-Smart arrived onsite, trained the operators, and confirmed that the Op-Smart system was capturing production and downtime activity – on the first day!

Starting with the first week of implementation, Plant A convened daily meetings to review the production data and downtime explanations, as well as refining their understanding and use of the system. The plant staff quickly gained confidence in the data, comparing it to existing data capture (paper worksheets), with an eye to eliminating offline capture altogether. Even in the first week, Company B was using Op-Smart to analyze problems effectively - isolating the "top problems" (causing the most downtime) and "root causes". Ease of use contributed to early adoption, including equipment labeled with familiar names, and downtime categories and details that matches Plant A specific processes.

Plant A quickly realized that, with ALL the downtime records, they had more insight than before. Events historically explained as "waiting for materials" were more accurately understood to be related to an unreliable feedbelt. Implementing a different maintenance program for this equipment eliminated downtime. Similar insights led to changes to the Long Chain and Rack System.

Within six months, Plant A was Company B's top performing plant. Twelve months later, when they were still the top performer, Company B began to rollout Op-Smart to other plants.

Initial setup:	Op-Smart begins to capture down-time data
Week 1:	Root causes of downtime already being analyzed
Month 6:	Plant A now #1 top performing plant
Month 12:	Plant A still #1, begin Op-Smart roll-out to other plants

Results

As a result of implementing Op-Smart, Plant A improved up time from 59% to 73% - a 24% improvement! Needless to say, the pilot was considered a success and Op-Smart has been implemented in 5 additional plants.

24%
More Up-Time

Next Steps

Company B continues to expand its reliance on Op-Smart, implementing in 6 more plants since Plant A, with a plan to implement all its plants over the next few years.

In addition to the direct benefits achieved by improving up time, Company B also realizes that Op-Smart is a wealth of quality data and is considering expanding is use of Op-Smart for equipment maintenance tracking, labor tracking, and data exchanges with its other business systems (such as SAP, Oracle, ...).

Company B is also using a multi-plant reporting tool that allows plant by plant view and comparison of key production and downtime information.

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