

Client Reference

Implementing Operator Asset Care



Client Background

Our client is a leading automotive manufacturer in South Africa. They embarked on a journey to implement a range of asset management (AM) systems based on the Pragma Way. The aim is to mature specific AM key performance areas (KPIs) to optimum or world class standard.

Historically, maintenance artisans were heavily involved in non-tactical maintenance, including minor breakdowns, which could be resolved by the equipment operators (cell technicians). This resulted in less time spent performing tactical work including developing effective asset care plans that prevent unplanned production stops.

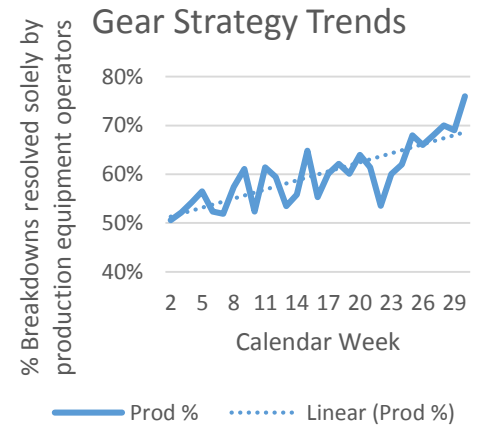
In a drive to increase AM Maturity, the Gear Strategy was developed to address the maturity of the Operator Asset Care KPI, resulting in equipment operators resolving 85% of unplanned stops and maintenance artisans supporting them 15% of the time, freeing artisans for tactical maintenance activities.

By empowering our cell technicians to perform routine non tactical maintenance tasks we have not only improved the performance of our assets but also improved team morale and freed up critical technical resources to focus more on problem solving and improving maintenance processes.

Ivan Clarke, Body Shop Maintenance Manager

Key Challenges

- The partnership and communication between maintenance and production was lacking and had to be developed and strengthened.
- The equipment operators had to be empowered and trained to understand the AM landscape and do basic fault finding, repairs and tactical maintenance.
- Smaller and frequent breakdowns were not captured on the SAP system. As a result, a lot of valuable information was lost.
- Maintenance was focusing more on reactive work rather than on preventing breakdowns.
- Total productive maintenance by production equipment operators was done in isolation of maintenance Asset Care Plans.
- There was a perception that the workload was moved from maintenance to production.



Value Add

- Quicker response to breakdowns.
- Failures are detected earlier.
- Maintenance artisan and specialist reactive workload decreased allowing for more focus on preventing breakdowns.
- Higher data velocity and resolution.
- Empowered work force.

Tools and Technology

- SAP
- Training
- Industry best practices.

Pragma Intervention

- An annual Asset Management Improvement Plan (AMIP) was done where all 17 KPIs were assessed and unpacked.
- AM training was provided to all the equipment operators and maintenance artisans and technical skills transfer was done between the technology specialists and maintenance artisans and the equipment operators.
- Communication and partnership was established between production and maintenance and continuously supported in various forums across all levels within the organisation.
- The relevant key performance indicators were prepared and are tracked daily on an operational and tactical basis, as well as discussed at the relevant forums.