



# Path to Maintenance Excellence

IMRt Meeting, March 2, 2005

Randall Ferguson  
Maintenance Manager – Western Region  
Bonlac Foods Ltd

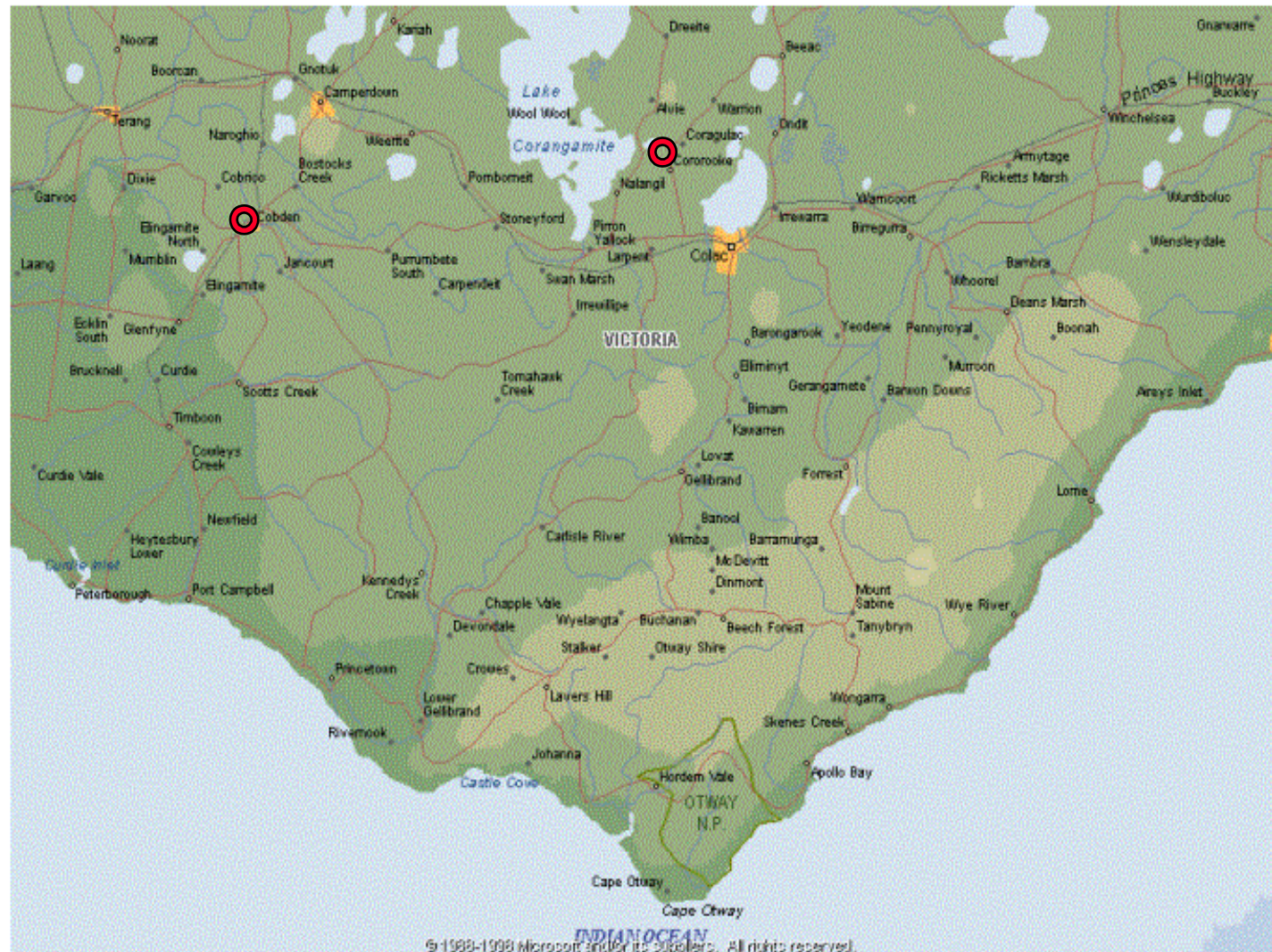
# Presentation Purpose

Share with you some of our experiences





# Bonlac Foods Ltd – Cororooke



## Plant Information

The plant draws in 154 Million litres of milk per annum. Products produced at the facility are Mozzarella cheese, Ricotta Cheese, Whey, Skim powders, Cream and Shredded cheeses for the local and export market.

Site Production is comprised of: -

Mozzarella Cheese manufacture and packaging operation

Shredded Cheese cutting and packaging operation

Raw milk Receival / dispatch section

Milk separation and Cream dispatch

2 Milk / Whey Spray Dryer plants

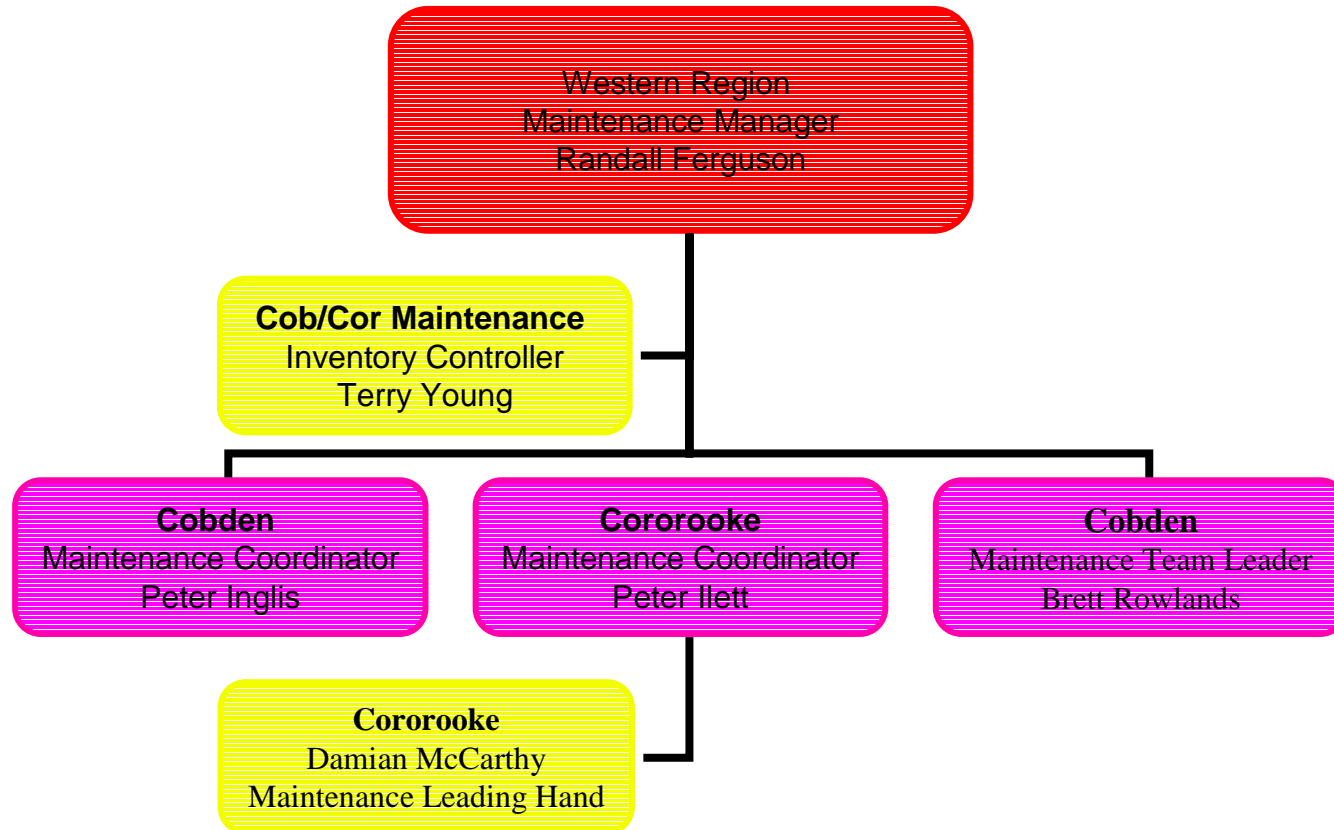
Milk Powder bagging operation,

All the associated Energy Services.

Employees approximately 116

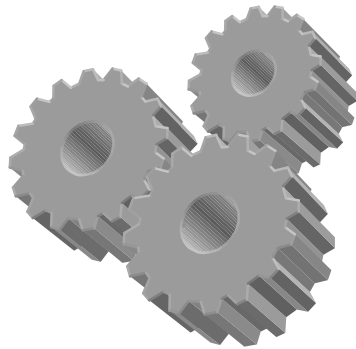


## Western Region Maintenance Management Structure



## Why Improve / Change

- Old site with old equipment
- Cost per tonne was above average
- Maintenance R&M cost rising
- Maintenance / Production Relationship
- Raw product has to be processed
- Lowest Milk Consuming site in the group
- Food Safety etc required maintenance to control / record work better



## Time line of Change / Journey

Broken Down  
 Every day



Installed CMMS, Develop Shutdown Planning, Equipment Critically review, Establish PM Routines, Staff Trg, Site Maintenance Plan



2002 Consolidation Period, 2003 Build on Fundamentals, Swapping in Management Rolls, Working on Reliability projects



1998

1999

2000

2001

2002

2003

2004

Change in  
 Maintenance  
 Management  
 Structure



## Maintenance Focus Points

The focus for maintenance in the past and today is the basic's, get the basic's right and every thing else will follow along.

### Foundation's for Maintenance Best Practice

Leadership

People

Planning & Scheduling

Maint Processes & Practices

Reliability Improvement

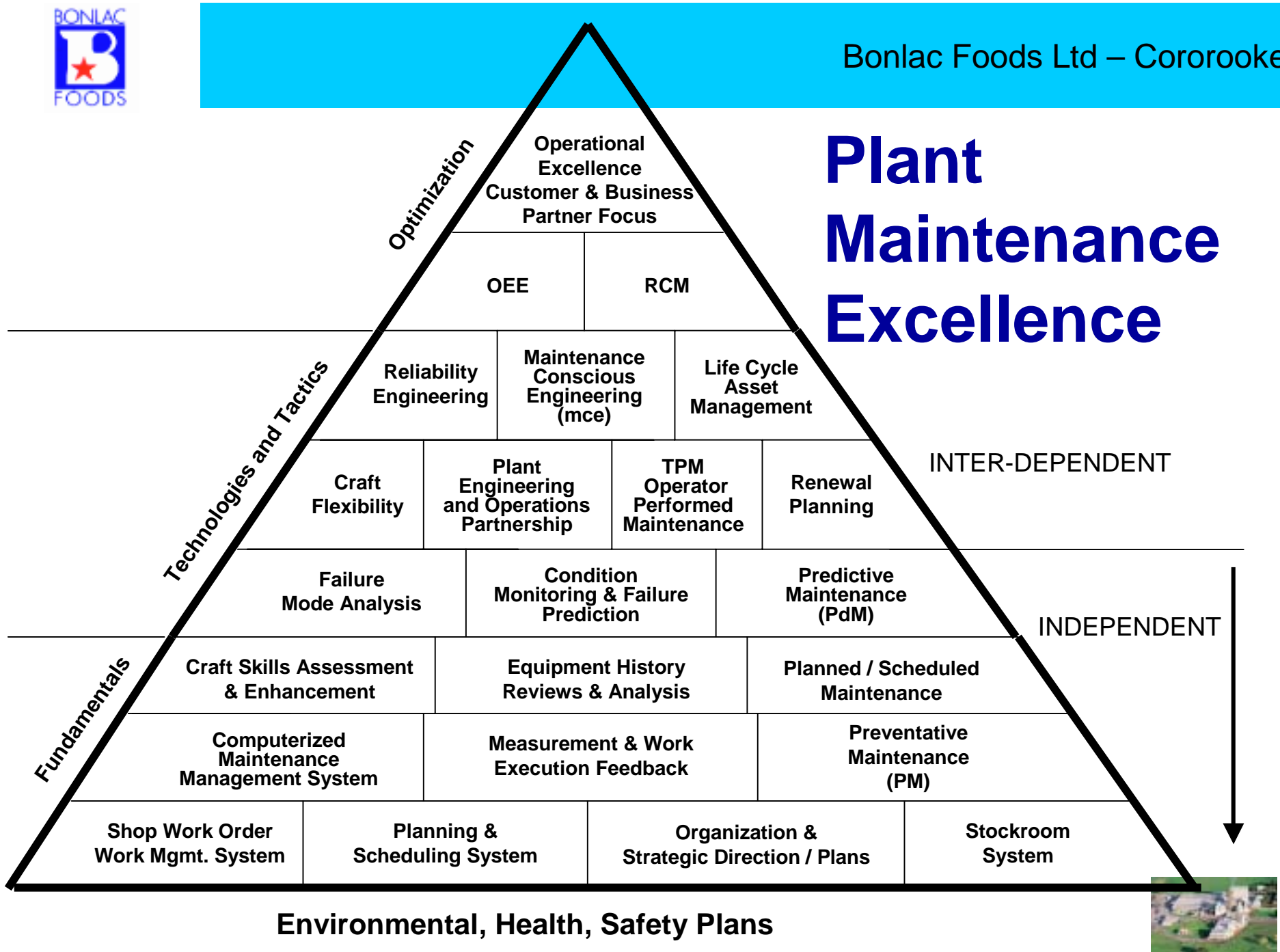
Resources Management

Business Performance





# Plant Maintenance Excellence



## Maintenance Focus Points

### Leadership

- Supportive atmosphere
- Set maintenance direction & goals
- Open communication
- Regular progress communication
- Develop Strategy

### People

- Training (Lots of at the beginning)
- Empowering trades
- Instil pride



### Planning & Scheduling

- Established LSD & MSD Guidelines
- Effective Shutdown Planning (Make use of the available time)
- Knowing what is in the plant (History)

### Resource Management

- Stores into CMMS
- Develop APL's history
- Effective Contractor Induction
- Inventory Control



## Maintenance Focus Points

### Maintenance Process & Practices

- Established PM's ( Weekly, Daily etc)
- Annual PM effectiveness review
- Annual Trades PM Skill review
- Right Work Request & Work Order Control

### Business Performance

- R&M Costs based on the site maintenance plan
- Zero Based R&M Budget setting
- Effective Maintenance KPI's
- Bench Marking against other companies / sites

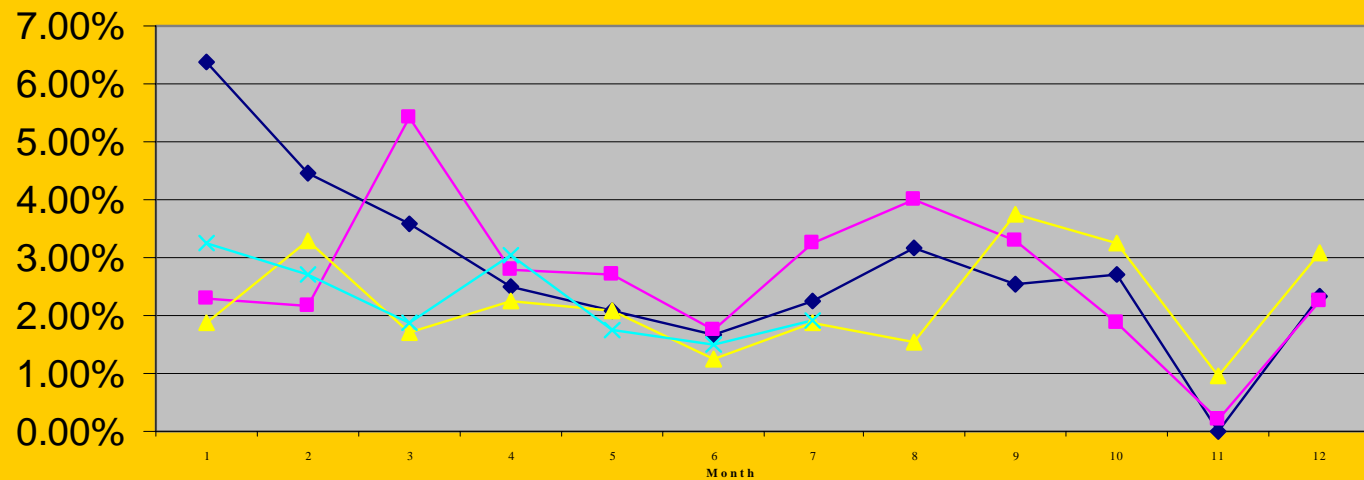
### Reliability Improvement

- Engineering out issue's



### Breakdown KPI Less than 5%

#### Breakdown History

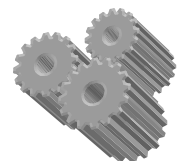


◆ Breakdown ns 2001-2002

■ Breakdown ns 2002-2003

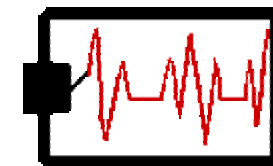
▲ Breakdown ns 2003-2004

✕ Breakdown ns 2004-2005



## Reliability Improvement

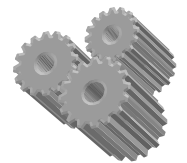
- Engineering out issue's



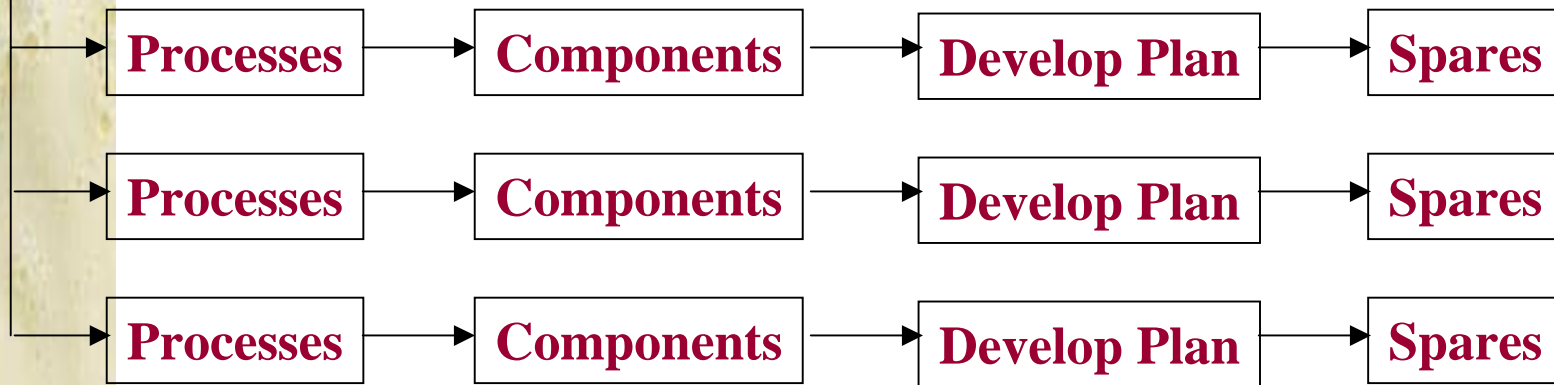
Vibration Analysis



# Equipment Life Cycle Review



**Equipment**



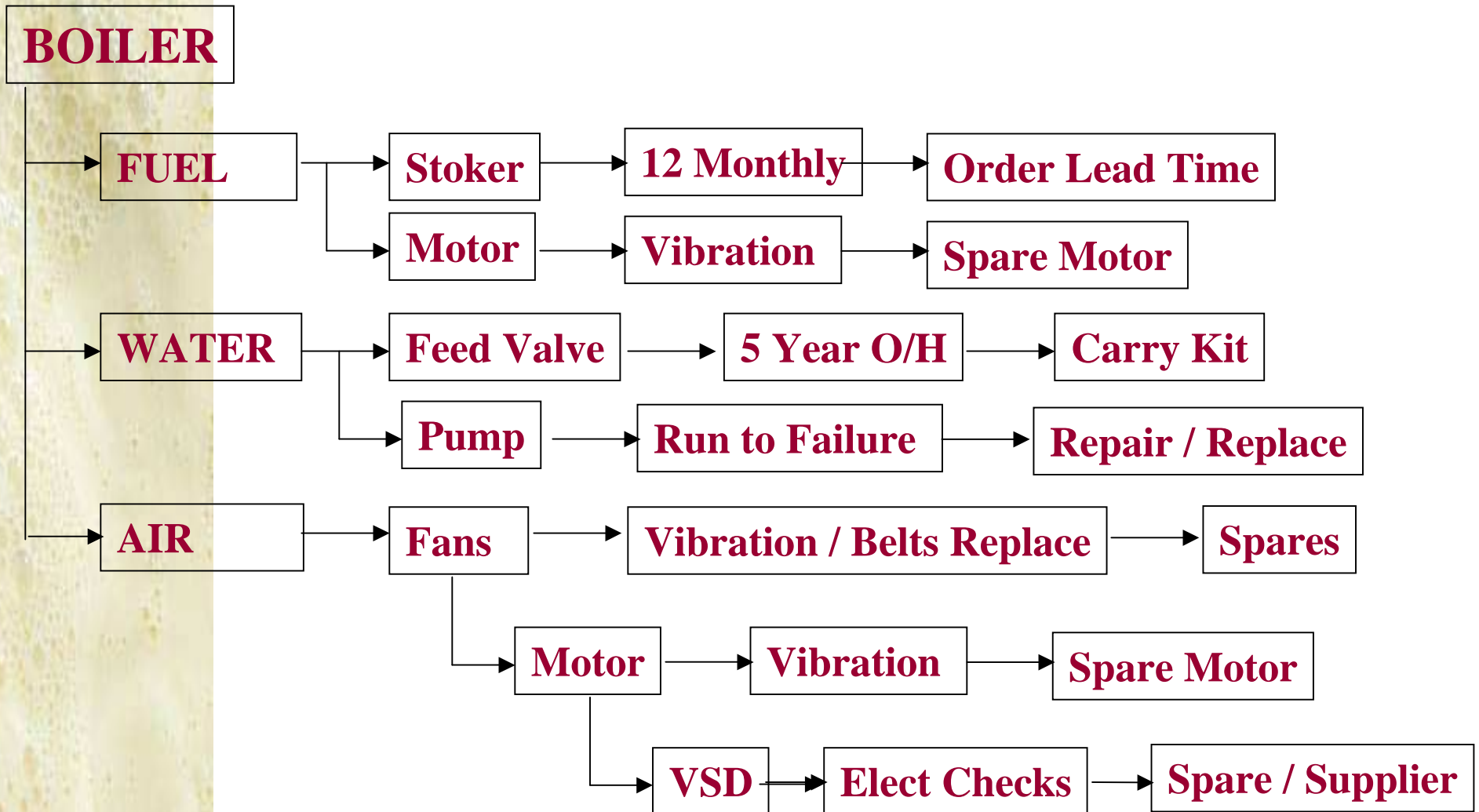
Drive Train,  
 Lubrication,  
 Heating  
 Sealing etc

Motors,  
 Gearbox,  
 Elements  
 Scrapers  
 Valves

Who, Time  
 Based, Run to  
 Failure,  
 Preventative,  
 Proactive etc.

Cost, Lead  
 Time Etc







## Where to Now

- Rollout some of Cororooke's ideas to other Bonlac plants
- Develop 5 year annual plans (Investment / Upgrade)
- Develop Trades Training for data collecting & analysis
- Continue Benchmarking (Local & Overseas)
- Undertake Equipment Life Cycle Review.
- Standardisation of Spares held



# Questions



