

Assessment of upside potential in maintenance and materials management for several production plants

Potential analysis and derivation of measures for the cross-plant further development of the maintenance and materials management areas

challenge

- **Industrial site** with several **independent production plants** as well as technical and materials management areas
- The production plants were at **different stages of maturity** and had different levels of development in maintenance, which led to inefficient processes and unutilised synergies. This led to different levels of dependency on OEMs and had an impact on costs and flexibility
- A qualitative and quantitative **assessment of potential had** to be carried out to determine the extent to which the technology and materials management areas can be optimised through a comprehensive site analysis

approach

- Procedure in 2 steps: Phase 1 stocktaking, phase 2 assessment of synergy potential and documentation in project profiles
- **Analysis** based on available **production data**, survey of self-image and external image based on Gemba Walks and structured interview guidelines
- **Analysing** the typical **performance levers** that influence availability and profitability in the maintenance value creation process

result

- A **strengths and weaknesses profile** of the respective organisational units in the plants was described and alternative organisational proposals for realising synergies were developed
- A total of around **20 specific measures** with an estimated savings potential in the mid 1-digit million-euro range were identified over the course of 5 project weeks