

# Cement company realizes concrete savings from world class maintenance management practices.

This large diversified supplier of construction materials wanted to reduce maintenance costs across its network of cement plants. Specifically, it wanted to reduce the cost of executing repairs and predictive and preventive maintenance work; reduce the use of

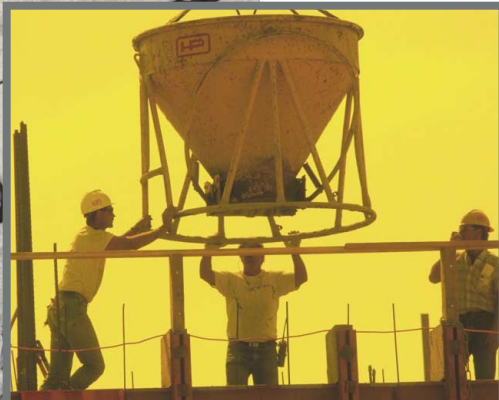
outside contractors for recurring maintenance problems; and extend the life of replacement parts and the life of repairs.

“World class maintenance best practices are well known in our industry but implementing these across multiple facilities and realizing substantial improvements was proving to be too great a challenge for us to undertake alone,” said the vice president of manufacturing programs. “We wanted someone with implementation expertise to partner with.”

Ultimately the company decided to seek outside assistance and turned to USC Consulting Group, a management consulting firm highly regarded for its maintenance prowess.

USCCG began to work closely with the client’s operational excellence group to craft an implementation road map that led to a reduction in

maintenance costs of 20% on a cost-per-ton basis. This included developing work order management and maintenance planning processes, implementing back order management and capacity planning methods, and enhancing daily planning and review processes.



## Key Metrics

Reduced maintenance costs . . . . . 20%

Reduced work order backlogs . . . 20%-40%

Improved throughput . . . . . 15%-18%

Saved \$4.2 million across three sites

*This USCCG-led engagement produced significant operating and financial benefits across a network of facilities.*

Over the course of the engagement, the consultants reviewed and changed PM program frequencies, tasks and job plans for virtually all major equipment. The team also implemented a systematic approach to reducing the annual cost of spares, developed and implemented an enhanced array of maintenance metrics, and improved material preparation, kitting and staging.

As a result, the annual shut down of one facility was reduced by two days and attainment to the shut down plan of work orders was at an all time high. It was regarded as the “best shut down ever,” followed by the least amount of start-up issues when the plant was brought back up. These best practices were subsequently implemented across three facilities, and effectiveness and productivity improved throughout the organization.

“We were able to combine our technical know-how with USCCG’s implementation expertise to generate significant savings in parts, labor and outside contractor fees,” said the vice president of manufacturing programs. “When coupled with productivity improvements ranging between 15%-18% from improved equipment reliability and utilization, we were able to drop over \$4 million to the bottom line.”

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VP, Manufacturing Programs  
Cement Company



*First we make it work. Then we make it last.®*

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