

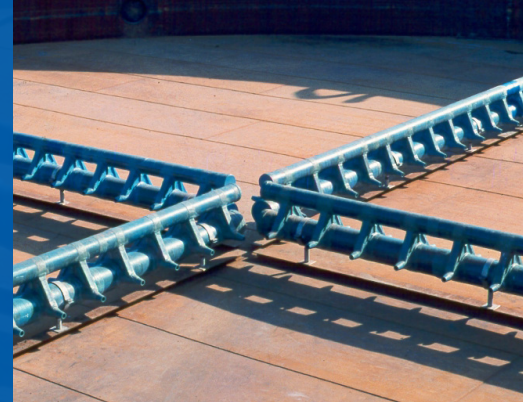
# Improving Reliability While Reducing Costs

**Company:** Georgia Gulf Chemical | **Sector:** Chemicals |

**Location:** Plaquemine, Louisiana USA |

**Services Provided:** Work Management |

**Client Testimonial:** "SAMI brought us an opportunity to move to a planned maintenance and ultimately a reliability centered maintenance process that has the opportunity to reduce maintenance costs by tens of millions of dollars every year." - Charlie Freeburgh, GM Operations |



## SITE:

Georgia Gulf Chemical (GGC) is a medium-sized producer of Chlorovinyls and Aromatics. The plant is situated on the Mississippi River in Plaquemine, LA.

## CHALLENGE:

The GGC plant is a mature operation with a maintenance budget that was beginning to grow faster than sales. A SAMI assessment of the operation, conducted with the help of the GGC operations and maintenance team revealed maintenance cost management opportunities in several areas, along with some opportunities for improvement in equipment availability.

- Emergency and urgent work was over 25% of the maintenance workload.
- Planning and scheduling of multiple business units was performed by home-grown methods that were not standardized over the plant site.
- Parts and supplies were not managed to produce timely availability of the parts required for repairs. (Not surprising with the percentage of emergency and urgent work.)
- Utilization of the maintenance staff was well below world class.
- 72% of maintenance work was judged to be preventable by a variety of scheduling, PM, PdM, and operations improvements.

## HOW WE HELPED:

GGC management took the bold step of adjusting maintenance staff size to a lean configuration and retained SAMI to help develop and install a Work Management System that would allow them to run efficiently with the lean maintenance operation. The system was designed to improve control of all maintenance work through the use of vastly improved tools and procedures.

These improvements included:

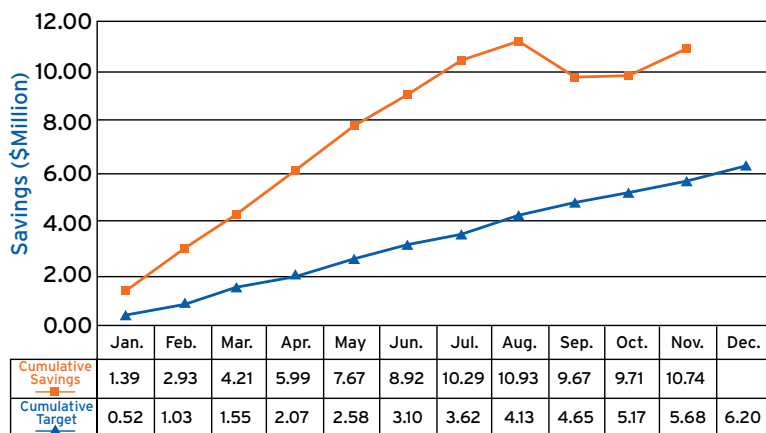
- Disciplined Work Identification and Prioritization Processes to clearly describe work, enter it into the data systems, and set it in proper priority relationships with other maintenance work
- Improved and standardized Planning and Scheduling Processes that make sure jobs are ready to be performed when they are scheduled and coordinate maintenance schedules with other activities in the business units

- Efficient Work Execution rules that maximize wrench time and minimize waste
- Improved Materials Management that minimizes the cost of keeping the right spares and supplies in the hands of maintenance when they are needed
- A Work Order Status system that keeps the organization abreast of progress on maintenance work and captures asset history to support reliability efforts

## RESULTS:

GGC was certified as Competent for Stage 1 Work Management. GGC's new staffing program, along with improved control of the work, yielded impressive financial benefits. Members of the Work Management project team were moved into leadership positions within their respective business units where they drive continuous improvement and maintain the progress they have created there.

GGC Cumulative Savings vs Baseline



## CLIENT TESTIMONIALS:

"SAMI's methodology and business approach that they brought to our organization was one of the largest keys in our decision to embrace and use the SAMI consultation method to improve our maintenance system. What they were able to bring was a very well defined very detailed approach in all aspects of what it took for us to achieve the goals we had in mind." - Charlie Freeburgh, General Manager of Operations