

Quest Worldwide

CASEBANK

Aujan

How Quest Worldwide helped a fast growing Middle East drinks company develop and implement a maintenance strategy – fast.

Aujan Industries is a fast growing soft drinks company, based in Dubai, with a portfolio of brands including Vimto, Rani, Barbican and Hani. With over one hundred years trading history, the family owned business was already successful. However, having traditionally focused on the Gulf States, Aujan is expanding across the region with plants in Saudi Arabia, Dubai and a new plant coming on stream in Iran. As part of a major business programme, Aujan has been working with Quest Worldwide to shape, focus and deploy a robust, visionary strategy, known as '555', throughout the organisation. The emphasis was on driving hard to ensure the realisation of all the strategic goals.

The Issues

During a role clarity / world class manufacturing assignment, undertaken by Aujan Industries with the support of Quest Worldwide, it was recognised by the Management Team that the Aujan plant in Saudi Arabia (known as ASDI) badly needed a preventive maintenance program. Downtime averaged 20% on any given line. Clearly the road to world class performance required the productive assets to be maintained effectively.

The Management Team was acutely aware that unless equipment and processes were professionally maintained efforts in other areas, for example to lift schedule adherence to improve delivery performance, would be in vain. They wanted a maintenance strategy developed and implemented as fast as possible.

The objectives of the assignment were:

- develop an ASDI specific maintenance strategy including a planned maintenance schedule for each maintainable unit of each of the six production lines
- to have planned maintenance activities being carried out on at least two production lines prior to the completion of the assignment.

In other words, the Management Team wanted an approach that included immediate implementation, not just a maintenance strategy document.

The Approach

A team incorporating the Engineering Manager, Maintenance Manager and Maintenance Supervisor as well as Maintenance Technicians was formed and briefed. With the absence of the original equipment manuals and breakdown data, the first job was to develop the equipment hierarchy (components and sub-components) for each production line. The Maintenance Technicians completed these during normal shift work.

The equipment hierarchy information was recorded in a format that allowed criticality, overall maintenance strategy, preventive maintenance action, responsibilities and



Results

Management expectations were for planned maintenance activities to be started on at least two production lines. The Quest / ASDI team implemented planned maintenance activities on ALL six production lines. This was achieved in ten weeks. Importantly the bulk of the work was carried out by the ASDI staff so that future development will take place without any external assistance.

frequencies to be added for each sub-component in all six production lines. These decisions were drafted by a small group consisting of Quest Consultants and the Management Team before being discussed and agreed with relevant Supervisors and Technicians.

To allow all this to work in practice, new Work Orders and Request for Maintenance forms were designed and printed. Planned maintenance Work Orders were written for each sub-component and a system for issuing them at the appropriate frequency (daily, weekly, monthly etc) was put into place.

Results

- Expectations and objectives were for planned maintenance activities to be started on at least two production lines prior to the completion of the assignment.
- The Quest / ASDI team exceeded this target by implementing planned maintenance activities on all six production lines.
- The entire process was completed during an intense ten week project.
- Early transfer of capability was achieved by ensuring that ASDI staff carried out much of the work so that future development would be possible without any external assistance.



"I would like to take this opportunity to thank you for a job very well done. I believe you have kick started the winds of change at ASDI ... The approach you have taken is much appreciated, and I believe that all who participated can and will make a difference to the business.

"The team really appreciated what you have done and the manner with which you have gone about understanding the business, its problems and frustrations ..."

Hugh Born, Vice President, Operations

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