



## CASE STUDY: GOLDKIST FARMS

Goldkist Farms, a familiar icon for poultry products has always been aware that properly maintaining assets is a major competitive advantage. The reliability of equipment will reflect itself in the bottom-line with increased uptime as well as quality consistency. Thus, it was only natural for the company to start a major maintenance upgrade for all facilities. With advanced maintenance practices and with the collaboration of Mark 1045, Inc., a poultry processing specific consulting company, Goldkist was able to reduce the amount of downtime and dramatically improve maintenance operations. Before implementation at each facility, it was necessary to develop defined processes, controls and techniques for World Class Maintenance Best Practices. This allowed accountability at all levels and standardization of methods, procedures and metrics for all plants.

For example, a pocket card for each maintenance technician reported actual equipment downtime, allowing downtime trends to be developed. From this, a root cause analysis method was used to focus on recurring problems. By correcting these problems one at a time, the effect on downtime and thru-put was immediately dramatic and quickly placed the maintenance department in an active instead of the familiar reactive mode. The new techniques were readily accepted at all levels as the rank and file clearly understood their value. The maintenance operation was transformed from a defensive and reactive organization to an aggressive, lean and more valuable team utilizing proven techniques and procedures.

Other techniques such as a week-end planning and scheduling method improved the week-end project and maintenance work. These improvements resulted in more time off and reduced overtime for maintenance technicians. In all, there were about twelve key practices that needed to be integrated into the present way of doing business. It took about eight weeks at each plant location to ingrain the new processes.

### **PROBLEM STATEMENT:**

Implementation of maintenance practices consistently and expeditiously across multiple plants required support and accountability of the organizations leaders. Because of its reputation as an industry leader, this process presented many challenges. There were plants operating with pockets of excellence and plants that needed major changes and improvements.



Some of the challenges were as follows:

- Maintenance and organizational culture
- Organization and administration
- Work authorization and work control
- Budget and cost control
- Maintenance planning and scheduling
- Preventative and predictive maintenance
- Strict FDA compliance and high quality standards
- Multiple systems integration and modernization
- Trade skill development

#### **SCOPE-OF-WORK:**

The Project Team developed a methodology to do the project implementation one plant at a time. Before moving to the next plant, all processes had to be in place and working well. An audit was developed to go back and review how things were going after several months working without the consultants. This provided a way to stay on course and utilize refinements that were developed. It provided a path-forward for developing a long-range strategic maintenance plan that was fully integrated into a process that upgraded the use of technology and streamlined the maintenance operation to improve the use of valuable resources. The upgrade of a CMMS can now be done with a new sense of urgency and understanding of how new technology can benefit maintenance operations.

#### **RESULTS:**

Goldkist was able to improve trade utilization, parts inventory and reallocate resources as a result of this endeavor. Goldkist was able to standardize more meaningful processes and to continue with efforts in preventative maintenance, planning and scheduling and trade utilization. By improving the basic processes of asset management, Goldkist increased the visibility of maintenance in its organization and enhanced the competitive advantage to make the care of the equipment a key component for the poultry business. The collateral cost savings have been significant and permanent.