



BemroseBooth

Secure print market leader finds FrontLine is just the ticket

Background

BemroseBooth is a printing industry market-leader, providing specialist top security and high specification manufacturing and print management services to major corporations. It employs 800 people at three manufacturing sites in the UK. Focusing on Transactional Services – such as tickets, vouchers and phone cards - as well as Logistics track and trace, fulfilment and distribution, the company is at the forefront of print technology, including RFID solutions.

BemroseBooth's products pass through the hands of the UK population every day - for example, the company has held the contract to supply ticketing and related products to the whole of the UK Rail Industry for more than 10 years.

Like many other super-busy manufacturers, BemroseBooth's production aspirations were being constrained by suboptimal plant maintenance management practices and a lack of actionable information on performance. Operational efficiency was questionable and an information

gap was inhibiting management from being able to properly monitor and control activities on the production floor.

To help resolve the problem, BemroseBooth decided to appoint an Industrial Engineering Manager charged with increasing operational effectiveness and transparency. Steve Moverley-Brown was subsequently appointed to the role and tasked with implementing a coherent maintenance management strategy across the three sites.

Needs

BemroseBooth's plant maintenance management practices were behind the times. A basic paper system was in place, but dealing with the paper forms was too time-consuming. Maintenance engineers needed a one hour administrative overlap at shift changeover to complete their paperwork. Even then, all job information was not captured - when an equipment failure occurred, job information was exchanged verbally and not logged.

Because of the inadequate recording of events and work profile, it was impossible to produce meaningful performance reports. Engineers were content to work like this, but management were increasingly concerned about their inability to properly monitor events. They lacked the means to exercise control and drive performance improvement on the shop floor and it was difficult to fulfil due diligence responsibilities.

Moverley-Brown decided that a good computerised maintenance management system was crucial. "I had to have a system which would provide the needed performance information, whilst avoiding engineers being bogged down in admin."

Solution

After thoroughly researching the maintenance management software available, Moverley-Brown selected FrontLine from Shire as the optimal solution. He observed: "FrontLine won hands down because of its ease of use, great functionality and fantastic price." Moverley-Brown drew up a plan for the system implementation project.



“I had to have a system which would provide the needed performance information, whilst avoiding engineers being bogged down in admin”

As the first step, he decided to ensure that the company’s asset register was complete - assets included production line machinery, compressors, facilities, buildings and miscellaneous equipment. Each item was identified, numbered and entered in FrontLine’s asset register. Note: This methodology was a project preference, based on company need, and not an essential first step in implementing a FrontLine software system.

“FrontLine won hands down because of its ease of use, great functionality and fantastic price”

Next, the Maintenance Supervisors underwent system training on a three day FrontLine implementation course at Shire’s Learning Centre. Following system orientation, the team completed the configuration of their FrontLine system.

A planned preventive maintenance program was devised for each maintainable asset using FrontLine’s maintenance calendar-scheduler. Initially, PM routines were set up to automatically trigger on a 4 month fixed frequency cycle.

For corrective work, production staff use the Work Requester module to raise paperless work requests –

urgent requests are also backed up with a radio call to an engineer on the shop floor. With this procedure, paper is eliminated and essential data is collected without impeding the required rapid response of the engineers.

Benefits

FrontLine has enabled Moverley-Brown to gain control of asset maintenance and deploy the company’s agreed asset maintenance strategy. All daily events and actions are now recorded and the system automatically time-stamps each entry. It’s easy to find out when jobs were reported, how long it took the maintenance team to respond, the time taken to complete each job and what work was actually carried out. Report statistics can be generated to analyse the effectiveness and efficiency of maintenance and drive performance improvements.

Assets that aren’t performing can be pin-pointed and good and bad performance trends tracked. All this information can be analysed and used to guide decisions on minor plant

modification improvements and capital investments.

Future plans

In keeping with corporate intentions to move manufacturing operations towards Six Sigma and TPM (Total Productive Maintenance), operator maintenance is to be implemented shortly.

Insight

In manufacturing plants – and especially complex facilities like those of BemroseBooth - it is impossible to achieve the necessary equipment reliability for quality production and, in the face of intense competition, acceptable operating costs, without implementing good maintenance management practice. Equally, the required maintenance management performance is impossible to achieve without the aid of a good maintenance management information system. For the reasons mentioned, BemroseBooth chose FrontLine – you may choose another. The point is, **if you’re a manufacturer wanting to succeed, you need a good CMMS!**