



## Carlisle Power Transmission Gains Traction – Reduces Tension With UGL Unicco Plant Services

*Dramatic downtime improvement in first three months...*

Carlisle Power Transmission, with division headquarters in Springfield, Missouri, produces power transmission belts for a number of industries. Its belts, ranging from V-belts to specialized synchronous and snowmobile belts, serve industrial, agricultural, construction, landscaping and recreation industries, as well as building systems. Major customers include John Deere, Polaris and the Browning division of Emerson Power Transmission. Its products, produced in accordance with International Standards Organization (ISO) certification processes are designed for long life and reliability.

As a vertically integrated manufacturer, Carlisle Power Transmission's production staff of 330 support a number of industrial processes from processing raw rubber and composite materials, to building the belt substrates, to slitting and finishing products. Most of its products, 20,000 separate SKUs, are custom-designed to meet customers' specific drive applications and horsepower requirements. Its products' performance has been recognized with numerous awards and outstanding supplier citations from major OEM customers.

Clearly, this dedication to quality relies on efficient, predictable production processes and reliable equipment. The company has several years of experience with outsourced production and building maintenance, steam powerhouse operations and engineering project work. It has also outsourced its warehousing and shipping operations. However, in 2007 and early 2008 its service provider was failing on several fronts. Plant maintenance operations deteriorated, resulting in increased downtime, while performance in the powerhouse and distribution center also failed to meet acceptable standards.

Explained Larry Groff, Carlisle Power Transmission Plant Manager, "The contractor that was here made a lot of promises. They never delivered on the promises and in a year our downtime had more than doubled. Towards the end, it became more of a confrontational than a partnership situation."

In early 2008 the company terminated the contract with the incumbent service provider and issued an RFP covering all of the services. UGL Unicco Plant Services won the contract and started in March of 2008.

The goals set for UGL Unicco were pretty clear in terms of downtime, steam and air leak reduction, energy usage, shipping performance and powerhouse operations. The underlying goal was to also build a partnership between production and maintenance that created a collaborative synergy. "The previous two contractors had adversarial relationships with production. Production wasn't happy. Engineering wasn't happy. The accountants weren't happy with the prior contractors," said Groff.

### PROJECT SUMMARY

**Customer:** *Carlisle Power Transmission*

**Industry:** *Manufacturing*

**Situation:** *Plant maintenance had deteriorated under outsourcing contractor*

**UGL Unicco service:** *UGL Unicco Plant Services brought in to support production and building maintenance, powerhouse operations and distribution center*

**Results:** *Significant reduction in downtime within first three months. Better relations with production and sustained improvements against metrics*

**A new approach**

UGL Unicco Plant Services took a different tack from the previous company, bringing in experienced manufacturing maintenance management while retraining the existing staff of about 100 employees. The UGL Unicco management team included seasoned managers led by Account Manager Terry Goggans. Goggans reorganized the approach and paired his two Equipment Managers with Carlisle Production Managers, creating a maintenance management team that is closely tied to production.

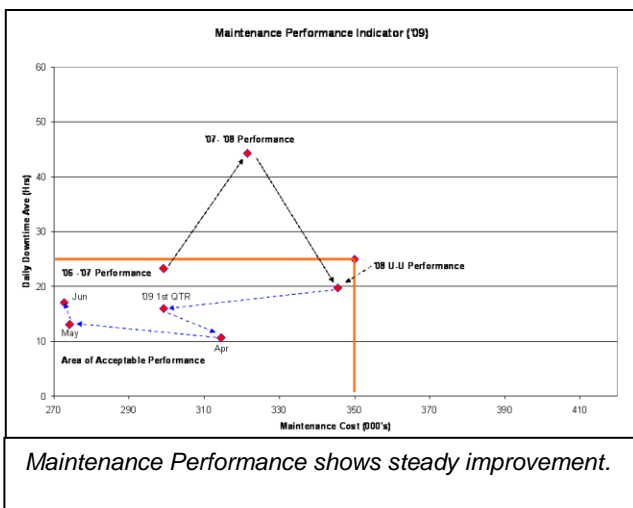
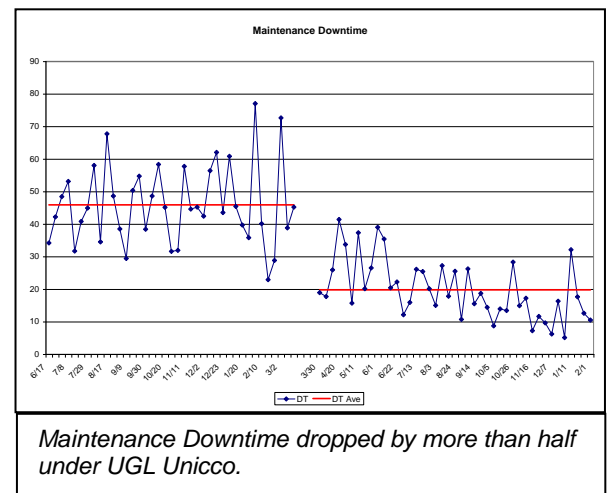
UGL Unicco also added staff with electrical and electronics skills and cross-trained other staff – something that Groff had been suggesting to the previous contractor for some time.

Explained Groff, “It wasn’t an hourly employee issue. It was a question of giving them proper guidance. UGL Unicco understands heavy manufacturing and knows what it takes to succeed. They provided focus to the operation to get things done and added the specific resources that would address the problem areas.”

**Success is in the numbers**

Improvements were immediate and dramatic. Significant reductions in downtime were shown in the first three months and the positive trend has continued ever since. Groff set cost and downtime goals using direct measurements for the first 90 days and each quarter thereafter. He produces weekly reports based on actual downtime numbers supplied by production management. Other measurements, such as steam leaks and boiler heat loss, are measured directly against a baseline when the systems are idled.

“Our production folks give [UGL Unicco] the performance numbers,” explained Groff. “We don’t measure activity; we measure production counts and system performance against baselines.”



The performance improvements have been dramatic, not only in maintenance, but also in machine setups, which reduces the time between production runs. Operations have also improved in the distribution center where UGL Unicco Plant Services has increased the number and timeliness of items shipped. This kind of responsiveness adds to customer satisfaction and improves inventory management. UGL Unicco also handles special projects, such as major equipment installations, and oversees subcontractors for installations and capital projects.

Groff continues to raise the goals. The current set requires downtime to remain at its existing level, while maintenance costs and energy usage continue to be reduced. More stringent benchmarks are still being set for the powerhouse in regards to 5S (sorting, straightening, shining, standardizing, and sustaining) goals.

**Investing in the future**

UGL Unicco Plant Services recently installed the MAXIMO Computerized Maintenance Management System (CMMS), purchased by Carlisle, transitioning from an older application. It is building the historical database to support preventive maintenance operations.

**Industry:** Manufacturing

**Project Description:** Carlisle Power Transmission Plant Services

UGL Unicco is also investing in its staff's future with continuing skills and safety training. The local UGL Unicco Plant Services operation has also established an innovative partnership with Ozark Technical College where it has granted two student scholarships. Carlisle management has agreed to allow the students to work as part-time trainees on the Plant Services staff. This approach effectively builds a feeder system for trained staff and says a lot about Carlisle Power Transmission and UGL Unicco in the community. Current scholarship recipients include students in electronics and hydraulics.

In summarizing UGL Unicco Plant Services' approach and results, Groff concluded, "It all comes down to better direction from management. The staff was good but needed direction. UGL Unicco built a strong relationship with production, so now there is close collaboration between production and maintenance."