

The Right Resource Makes Change Good

Gary Groff reflects with pride on what he has seen during 37 years with Mitsubishi, as he recalls decades of change at the massive polyester film production plant. This 193-acre site serves as the America's headquarters for Mitsubishi Polyester Film Group – a global leader and one of the world's largest polyester film suppliers. Whether through ownership, expansions or contractors, change has always led to progress at Mitsubishi.



Mitsubishi Polyester Film Americas Headquarters

As director of maintenance, engineering and plant-wide safety for Mitsubishi, Groff ensures that his team of experts keeps the production equipment running reliably and well-maintained. When the time came to consider a new maintenance contractor, Groff and the Mitsubishi team needed a flexible, personalized and safe approach to maintenance and related work.

Groff soon found a solution: the team selected GreenWood to perform maintenance overflow and small/medium capital project work, due largely to their ability to focus on plant and facilities maintenance without the distraction of other non-core service areas.

“GreenWood matched up well to our maintenance needs,” says Groff. “They not only showed us the level of experience we needed, but emphasized safety – which is an area we take very seriously and closely monitor. Everything about GreenWood seemed to fit – and we were right.”

Stepping in as part of the team

GreenWood personnel integrated with the Mitsubishi team right away. Today, GreenWood and Mitsubishi personnel share tremendous mutual respect. They work together so well that GreenWood personnel are considered part of the Mitsubishi maintenance team – no one makes a distinction between the two groups.

Getting jobs done is a continual focus, but completing jobs safely and in a timely manner is the true priority. Mitsubishi relies heavily on GreenWood to ensure the right resources are available at all times to accomplish specific tasks – whether the jobs are routine or related to special projects.

Groff and his team at Mitsubishi like stability, and that's what they've received from GreenWood. Mitsubishi sets clear expectations, so surprises are rare.



Greer,
South Carolina

- ▶ Global polyester film producer
- ▶ Over one million square feet across 193 acres
- ▶ 24-hour manufacturing process
- ▶ Safety is a top priority

Mitsubishi Polyester Film

CASE STUDY



The result is a partnership that's flexible enough to meet changing needs, but stable enough to be reliable.

At any given time, 60-70 GreenWood personnel are involved with maintenance jobs related to pumps, filters, piping or electrical systems. When Mitsubishi faced major expansions over the years, GreenWood's work force followed suit, peaking at 250 for capital project support needs. GreenWood also provides turnaround support to supplement Mitsubishi's efforts.

GreenWood handles all maintenance, preventive maintenance (PM's) and repairs of plant rolling stock (such as fork lifts, scissor lifts, telescoping cranes and other material-moving equipment). Additionally, skilled craftsmen include welders, pipe fitters, iron workers, carpenters, insulators and sheet metal specialists. Several GreenWood maintenance millwrights and electricians are permanently assigned to Mitsubishi's plant maintenance department.

"We have a very positive relationship with GreenWood and expect a lot from them," says Groff. "Whether they're involved with routine maintenance, equipment installations or tying new equipment with existing production lines, we never have to worry about their work performance."



Flexibility keeps costs down

Having a flexible work force is a cost saver for Mitsubishi, Groff adds. Knowing he can quickly pull together additional personnel or assemble a team to address an issue that suddenly arises helps him keep operations running lean.

As with any manufacturing environment, Mitsubishi's production line time is expensive. Downtime is costly and hinders efficiencies, so keeping all lines operational as much as possible is imperative. Because GreenWood personnel work shoulder-to-shoulder with Mitsubishi production operators, they often spot potential problems before they grow into bigger issues that could result in unwanted downtime.

"GreenWood's maintenance knowledge and skill sets are exceptional," says Groff. "This is very important because they help minimize production disruptions to keep our operations lean. In a globally competitive business like ours, costs are the chief economic concern. GreenWood's positive team attitude and focus on efficiency has a direct impact on our ability to consistently recognize cost savings."

GreenWood site manager Randy McCracken ensures his team works predictably and is available for any maintenance needs. McCracken manages and controls resources by using the Mitsubishi corporate SAP system for work orders, backlog management and planning and scheduling. He also relies on the system to track projects, create reports and provide analysis on maintenance performance.

Mitsubishi Polyester Film

CASE STUDY



SAP tracks all costs related to GreenWood, so Mitsubishi can easily create cost analysis reports. Department managers rely on these reports for updates on maintenance schedules, labor and material costs, work order backlogs and similar performance measurements.

Safety and skills get the job done

GreenWood's daily focus on safety is one of the most important aspects of having their team at Mitsubishi. After more than four years and 500,000 work hours on site, GreenWood has not had a single OSHA recordable injury/illness or lost time accident. This is direct evidence of a stellar safety record and major emphasis area at Mitsubishi.



"GreenWood puts into practice what they state in their operating principles," says Groff. "They work safely, hard and smart. Their company culture is evident in each employee who works extremely hard every day and does whatever it takes to get jobs done correctly."

GreenWood fills nearly every possible skill set that Mitsubishi needs. Having this kind of resource base

saves Mitsubishi from sourcing additional skills and labor. An added benefit is that Mitsubishi doesn't have to face steep learning curves or additional costs related to finding other resources.

"If we didn't have GreenWood, the impact on our maintenance operations would be major," says Groff. "We would lose a very positive relationship with a strong company. No one at Mitsubishi is going to let that happen because GreenWood is just too important to us."

Maintaining a 24-hour manufacturing process in a facility covering more than a million square feet takes commitment to achieve world-class standards. Change does happen and Mitsubishi has learned to handle it well. Ensuring that production operations run at their highest intended level is critical. With GreenWood as a key component of these performance standards, Mitsubishi will continue to be a global leader and world-wide supplier of quality-produced polyester film.

Information about Mitsubishi Polyester Film can be found by visiting their web site at www.m-petfilm.com.

GreenWood, Inc.
2507 Wade Hampton Boulevard
Greenville, South Carolina 29615
864.244.9669

www.GreenWoodInc.com