

Outsourcing Facility Maintenance Forms Unified Teams

Companies like SEW-Eurodrive, Inc. learned long ago the value of outsourcing which in many businesses today has become the norm for effectively addressing numerous operational issues. Gaining access to world-class capabilities, reducing operating costs and

with construction services and ongoing maintenance for pumps, the coolant system, facility lighting, air compressors, the heat transfer system and the evaporation system for liquid waste.

Without having to hire additional, skilled resources, SEW-Eurodrive relies on the GreenWood team to get things done. That's a huge relief and comfort to facility and purchasing manager, Dan Raney. Knowing he has a supplemental maintenance resource on board that tackles issues often before he even knows about them gives Raney a strong sense of dependability and reliability on the GreenWood team. In fact, Raney acknowledges that the GreenWood team knows the SEW-Eurodrive facility to a greater level than most anyone else on site.

"GreenWood's knowledge about critical functions such as gas line locations, sewer and water line runs, and power supplies is absolutely vital to our operation," states Raney. "A strong, long-lasting relationship exists between GreenWood and our own people. It's because of this relationship that we have grown to rely heavily on GreenWood's expertise. We certainly consider them as part of our team."



improving company focus are just a few of the many reasons why companies have turned to outsourcing their maintenance. Many have realized the benefits associated with operational flexibility in staffing, mobilization of a tailored core work force with multi-skilled craft workers, and seamless blending of contract staff personnel with those from the client company.

In 1994, SEW-Eurodrive jumped ahead of the curve by outsourcing their facility maintenance needs and capital construction projects. At the company's Southeastern regional headquarters in Lyman, South Carolina, more than 225 employees in both the manufacturing facility and assembly plant totaling 350,000 square feet are responsible for metal cutting and gear box assembly. Supplementing these operations in a facility maintenance capacity is GreenWood, Inc.

With a primary focus on handling both planned and unscheduled maintenance, GreenWood serves SEW-Eurodrive's external facility maintenance needs



Lyman,
South Carolina

- ▶ Southeast Regional Headquarters
- ▶ Manufacturing metal cutting shop
- ▶ Gear box assembly facility
- ▶ 350,000 square feet
- ▶ Employ 225

SEW-Eurodrive CASE STUDY



Flexibility is key to resource balancing

For the past 12 years, GreenWood has maintained a workforce between 10 and 20 personnel at SEW-Eurodrive. The ability to have this kind of flexible workforce saves SEW-Eurodrive from constantly dealing with resource hiring and reduction issues. And, there is no worry about sourcing the right skill sets for specific projects or enduring a fluctuating learning curve from varying project resource needs.

Many GreenWood employees have been involved with SEW-Eurodrive for twenty years. Over the years, the team has handled dozens of projects. Whenever

communications are maintained and expectations always understood. Because the teams work so well together, interaction is normally handled informally. Routinely, jobs are initiated by a telephone call or conversation between supervisors. If large projects are on the docket, meetings are held to determine schedules, skill sets required and specific tasks involved in the job. Projects are tracked through worksheets that capture hours expended, costs and labor associated with all jobs.

"It's important for our team to communicate regularly," states Raney. "While we certainly trust GreenWood to get jobs done on schedule, within budget and correctly, we make every effort to communicate project objectives and goals to all team members. We do this to make sure we avoid the assumption trap."

When one looks upon the SEW-Eurodrive operation today, they'll see a well-run facility from the inside-out. Production continues to run almost non-stop over three daily shifts. Assembly churns out gear box assemblies that will soon become a key component for a customer in either the automotive, foods, mining, logging, waste water treatment and other industries.

The unified team of SEW-Eurodrive and GreenWood personnel stands strong as testimony to SEW-Eurodrive's decision to outsource their facility maintenance services over a decade ago. With the ability to lean on the GreenWood resource team, SEW-Eurodrive is able to focus on manufacturing and assembly excellence that the company provides to customers coast-to-coast and around the world.

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SEW-Eurodrive's heat transfer system was installed by GreenWood along with all equipment for the facility expansion completed in 2005

new equipment is installed or old equipment is replaced, GreenWood handles the job. This also entails movement of machines and production equipment to new locations within the SEW-Eurodrive facility. Other tasks have involved maintenance of facility systems and numerous capital construction projects including construction of new offices, concrete pads, new buildings around the plant, new parking lots and outside lighting.

The relationship between GreenWood and SEW-Eurodrive's team is critical to ongoing success. Daily interaction between the teams ensures