

Outsourcing Facility Maintenance Forms Unified Teams

“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.”

Many companies 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 improving company focus are just a few of the many reasons why companies have turned to outsourcing their maintenance. The benefits are there, including 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.

Over 20 years ago, our client in the gearmotor manufacturing industry jumped ahead of the curve by outsourcing their facility maintenance needs and capital construction projects. At the company’s regional headquarters in 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 the client’s external facility maintenance needs 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, the client relies on the GreenWood team to get things done. That’s a huge relief and comfort to the facility and purchasing manager. Knowing he has a supplemental maintenance resource on board that tackles issues often before he even knows about them gives him a strong sense of dependability and reliability on the GreenWood team. In fact, he acknowledges that the GreenWood team knows the client’s facility to a greater level than most anyone else on site.

Solution Overview

Profile: Gearmotor Manufacturing

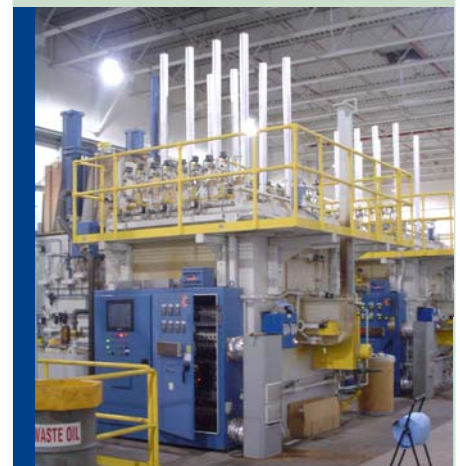
- Southeast regional headquarters
- Manufacture gear reducers
- 350,000 square feet
- Employ 225

Challenge

Outsource facility maintenance to flexible sub-contractor in team-based environment

Solution

GreenWood proactively serves the client’s external, ongoing facility maintenance and construction needs with a flexible, skill-based resource team



Flexibility is key to resource balancing

For the past 12 years, GreenWood has maintained a workforce between 10 and 20 personnel at the client's plant. The ability to have this kind of flexible workforce saves the client 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 the client for more than twenty years. Over the years, the team has handled dozens of projects. Whenever 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 client's 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.

“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.”

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

When one looks upon the client's 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 GreenWood and the client's personnel stands strong as testimony to the client's decision to outsource their facility maintenance services over a decade ago. With the ability to lean on the GreenWood resource team, the client is able to focus on manufacturing and assembly excellence that the company provides to customers coast-to-coast and around the world. ■

Client Value

- Supplemental maintenance resource addresses issues proactively
- Flexible workforce eliminates hiring and staff reduction challenges
- Contractor's knowledge of facility creates high level of dependability and reliability
- Consistent communications ensure teams work with clear expectations

“It’s important for our team to communicate regularly. 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.”

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