

# The Right Resource Makes Change Good

“GreenWood matched up well to our maintenance needs. 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.”

*Director of Maintenance, Engineering and Plant-wide Safety*

Change has been a constant at this massive polyester film production plant. This site covers 193 acres with one million square feet dedicated to production. Whether through ownership, expansions or contractors, change has always led to progress for this polyester film producer.

At this location, the director of maintenance, engineering and plant-wide safety 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, they knew they needed a flexible, personalized and safe approach to maintenance and related work.

A solution was soon found: 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.

## Stepping in as part of the team

GreenWood personnel integrated with the client team right away. Today, GreenWood and client personnel share tremendous mutual respect. They work together so well that GreenWood personnel are considered part of the client’s 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. The client 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.

The client team at this production site likes stability, and that’s what they’ve received from GreenWood. Expectations are clearly set by the client, so surprises are rare. The result is a partnership that’s flexible enough to meet changing needs, but stable enough to be reliable.

## Solution Overview

### Profile: Polyester Film Producer

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

### Challenge

Replace maintenance contractor with one that offered a flexible, personalized and safe approach to maintenance

### Solution

Selection of GreenWood to integrate their resources with client personnel with a common focus on maintenance and plant safety while also providing capital project support



At any given time, 60-70 GreenWood personnel are involved with maintenance jobs related to pumps, filters, piping or electrical systems. When the client 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 the client'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 the client's plant maintenance department.

*"We have a very positive relationship with GreenWood and expect a lot from them. 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 the client. Being able to quickly pull together additional personnel or assemble a team to address an issue that suddenly arises is extremely helpful in keeping operations running lean.

As with any manufacturing environment, the client'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 the client's production operators, they often spot potential problems before they grow into bigger issues that could result in unwanted downtime.

GreenWood's site manager ensures his team works predictably and is available for any maintenance needs. He manages and controls resources by using the client's 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.

SAP tracks all costs related to GreenWood, so the client 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.

*"GreenWood's maintenance knowledge and skill sets are exceptional. 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."*

*Director of Maintenance, Engineering and Plant-wide Safety*

### **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 this site. 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 for the client.

GreenWood fills nearly every possible skill set that the client needs. Having this kind of resource base saves the client from sourcing additional skills and labor. An added benefit is

that the client doesn't have to face steep learning curves or additional costs related to finding other resources.

“GreenWood puts into practice what they state in their operating principles. 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.”

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 this client 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, our client will continue to be a global leader and world-wide supplier of quality-produced polyester film. ■



## Client Value

- Integrated team approach to maintenance with flexibility to meet changing needs
- Focus on efficiency keeps operations lean and costs down
- Exceptional safety performance record each year
- Contractor's maintenance knowledge and strong skill sets ensure any production disruptions are minimized
- High quality results from all work performed safely and timely

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

GreenWood, Inc.  
160 Milestone Way  
Greenville, SC 29615  
(864) 244.9669

GreenWoodInc.com