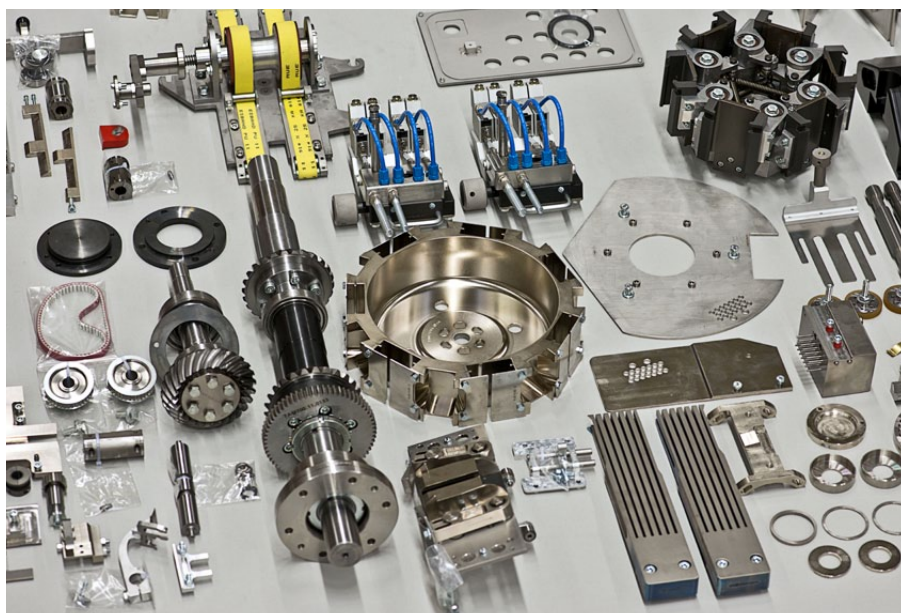


# CASE STUDY

SERVICE BY FOCKE & CO

## REQUIREMENTS-DRIVEN MAINTENANCE: FINDING THE PERFECT FIT

A few years ago, German cigarette packing machine specialist FOCKE & CO introduced a totally new concept to match machine maintenance to the individual requirements and strategy of each individual customer. Known as Perfect Fit Maintenance, FOCKE & CO in the following article says it is a successful way to replace standard maintenance offerings by a requirements-driven approach.



Perfect Fit Maintenance (PFM) is characterised by a structured procedure to carefully evaluate the condition of each machine. The process starts with a detailed technical workshop. Especially with older machines, it is often combined with an upfront technical inspection. The resulting maintenance recommendation path is the result of a detailed discussion with the customer. It is based upon a variety of options depending on the runtime and the condition of the machine, as well as a number of strategies to fit the customer's annual budget.

A maintenance plan can be agreed upon for a period of 1 year to several years. It can also consist of customised maintenance kits to be delivered on demand to provide specific maintenance interaction

after a machine runtime of 12.000 or 36.000 hours. The content of these maintenance kits is mutually agreed upon as part of the maintenance project plan.

Once the customer chooses a programme that he considers to be the perfect fit for his existing maintenance strategy, a written PFM project plan is established and agreed upon with the customer.

### BASICALLY A SIMPLE IDEA

From the customer's point of view, the concept is actually very simple, although it might take some time for this simplicity to be comprehended. In contrast to PFM, common maintenance offers are primarily based upon the sales of machine parts without the →

1/3

backing of any specific concept or any prior analysis of the customer's requirements.

Since its introduction, PFM has proved to be highly successful. This is because it is a fully customisable programme designed to meet the technical and budget requirements of each individual customer. As a result, each PFM programme will be different, since it precisely reflects the operating conditions of the machine and the individual requirements of the respective customer.

For the workshop phase, FOCKE & CO uses the same generation machine type information and presents exemplary explosive

**“Developing and implementing a preventive maintenance program with our OEM partners enabled us, to greatly improve the reliability and consequently the efficiency of our production equipment.”**

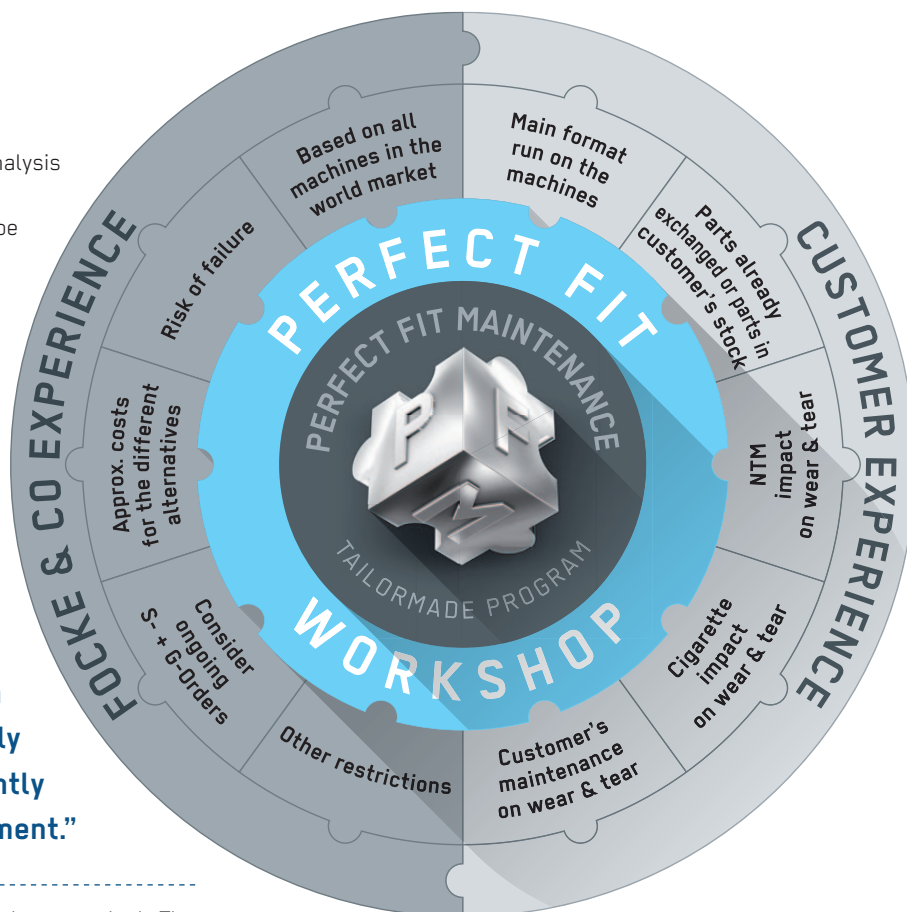
PETER WERNER

diagrams in which the parts to be maintained are marked. The final result of the workshop will be the definition of a specific PFM offer.

Once the customer has provided the purchase order (based on the final PFM offer), FOCKE & CO engineering prepares a detailed parts list including all potential upgrades agreed upon. This list is sent to the customer for final fine tuning, considering the existing spare parts inventory.

### SMART DELIVERY FOR TARGETED MAINTENANCE

The spare parts provided for maintenance are packed in small cardboard boxes resembling individual machine sections. Each of these boxes includes a detailed documentation to support mechanical installation. After sealing, the boxes are labelled with all order relevant information. All boxes prepared for a specific customer are shipped in a large wooden crate labelled with all order relevant information. They can be scheduled for “just in time” shipping according to the customer's maintenance cycle in order to avoid any unnecessary increase of the plant's spare parts inventory. “According to my observation, this has considerably reduced the time needed to collect all the parts required for maintenance



work. It also prevents that spare parts are not readily available for such maintenance work, because they were taken from stock for a recent emergency shutdown,” is how Daryl Taylor describes one benefit of the spare parts supply by FOCKE & CO Taylor serves as Manager Technical Service at the United States subsidiary of FOCKE & CO This type of individual packing supports machine maintenance →



DARYL TAYLOR, Manager Technical Service,  
FOCKE & CO INC, USA

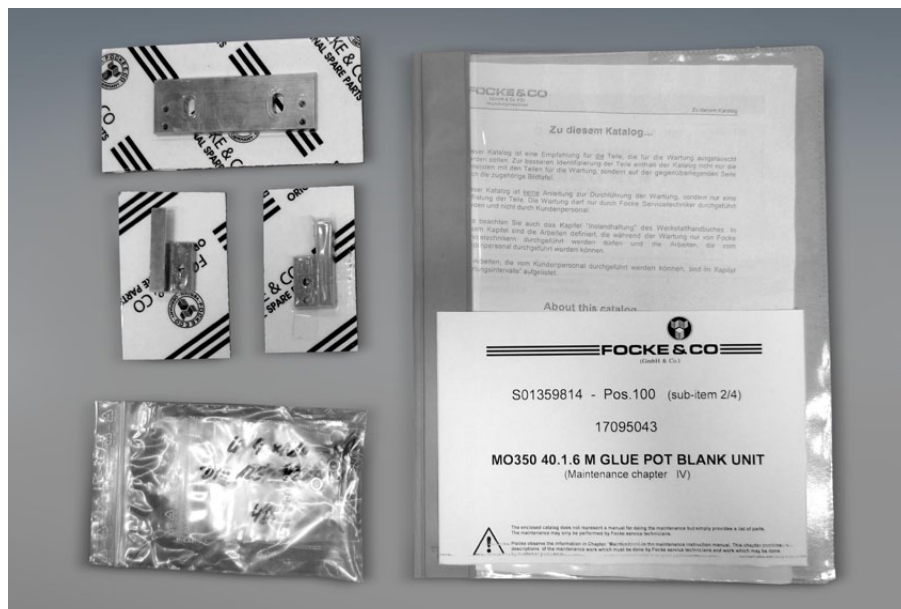


PETER WERNER, Sr. Manager, Technical  
Support, Philip Morris USA

according to the customer's preference. Service technicians can decide to use such individually packed spare parts to perform one major maintenance interaction. Alternatively they can use any downtime of the machine for a continuous step-by-step maintenance procedure. Since spare parts are packed by machine type and machine section, plant management is able to use simple "management by boxes" and assign required maintenance work according to the skills of individual service technicians.

### INTERACTIVE TECHNICAL SUPPORT

Originally, the concept was developed as a large-scale maintenance programme for a specific FOCKE & CO customer in the



Single parts for maintenance on site  
(including documentation)



Cardboard box sealed and labelled with all  
order relevant information



All cardboard boxes wrapped in a big wooden crate,  
each labelled with all order relevant information

United States. Today, all experiences gained through various PFM agreements worldwide are continuously fed into a database and contribute to the further improvement of the concept. This programme has produced clearly visible results by improving the efficiency of production and maintenance. One of the great advantages of PFM is the high level of interaction between the customer's maintenance personnel and the FOCKE & CO field technicians engaged in worldwide maintenance activities. Daryl Taylor is one of them and was one of the service experts engaged in the initial PFM programme. Summing up his experiences, he states: "Observing several maintenance interventions performed by FOCKE & CO and the customer's technical staff have shown me that this is some of the best effective training they can be exposed to by participating in the maintenance activities and returning the machinery to the

production department." Since the introduction of PFM, Taylor and his colleagues have engaged in an increasing number of meetings and discussions with various customers to present the new maintenance concept. During each of these meetings, new aspects arise, calling for a custom designed solution to the benefit of the customer. That's why Taylor concludes: "PFM is a dynamic solution and also a great learning experience for me. I believe this to be the most appropriate maintenance solution for production machines". ●

# SERVICE TOGETHER WITH OUR CUSTOMERS

PHILIP MORRIS RICHMOND VA, USA



## PERFECT FIT MAINTENANCE

### THE MISSING LINK FOR YOUR PERFORMANCE

- Tailor made maintenance concept
- Just in time delivery
- User friendly packaging of spare parts
- Maintenance together with factory staff

Get information for PFM-Workshop:

Phone: +49 4231 891-0 | [service@focke.de](mailto:service@focke.de) | [www.focke.com](http://www.focke.com)

# FOCKE & CO

MASTERPIECES OF GERMAN ENGINEERING