

Rieber & Søn

Improving maintenance processes and performance

Rieber & Søn was looking for opportunities to improve its maintenance processes and establish best practices. By doing this, the company could improve the performance of its production assets and also ensure the reliability and quality of its products while lowering maintenance costs.

THE CHALLENGE

Business growth and ongoing operational improvements are top priorities for Rieber & Søn. It invested substantially in production equipment at its Toro plant in Bergen, Norway. To help protect this investment and ensure the equipment was preserved within the most favorable operating conditions, it needed an improved maintenance system. It wanted an asset management system that would not merely replace its current system but also effectively support the company's business objectives.

Rieber & Søn studied a number of maintenance systems from different suppliers before opting for SAP's Plant Maintenance (PM) module. SAP's feature-rich functionality and PM's strong integration with other modules offered many advantages. Plus, the company was already using SAP's modules in various parts of its business and had upgraded to ECC6, SAP's latest release. Implementation at the Toro plant would be the pilot for the eventual rollout of the system across other plants.

THE SOLUTION

Rieber & Søn chose to engage us as its implementation partner based on our asset management knowledge and SAP capabilities. In addition, our capabilities in system configuration would help improve and support both corrective and preventative maintenance processes.

Our solution included calibration processes for the site's critical control points. SAP standard configuration was used without the cost of development and interfaces. While we worked closely with the company's internal support team, we also brought in our own templates, proven accelerators and information sources. This helped us to develop configuration testing and training documentation quickly and consistently. It was an approach that added real value, cutting off weeks from the implementation schedule.

CASE STUDY

MANUFACTURING - FOODS

Rieber & Søn is a focused foods company, comprising 11 business units, which vary in terms of product categories, production structure, organization and markets. The company's biggest brand, Toro, offers a broad range of products and enjoys a leading position in several categories in the Norwegian market.

The company manufactures dried good and ready-cooked meal products. It also has a large share of the retail grocery sector. Its main markets are in Europe, where it has production plants in seven countries.

THE RESULTS

From the early stages of implementation, our collaborative approach helped to provide detailed knowledge and a build an understanding of the system's capabilities for the Toro project team. The team was then well positioned to make decisions on process and system design that would meet its requirements. Change management activities were highlighted early on, giving the team adequate time to respond. Our consultants used their experience in global rollouts to remove the potential pitfalls of multi-site implementations and define a system that was future proof.

Rieber & Søn is very pleased with the speed and quality of user uptake. Technicians manage all individual maintenance activities. Every aspect is taken care of, from notifying failure to confirming time and materials used and eventual closure. The history of equipment condition is captured in the system to a level of detail not seen before at Toro. A program of planned preventative maintenance activities is readily available from the system.

Along with the implementation, Rieber & Søn used the opportunity to reorganize technical stores at the site, redesigning processes for spare parts procurement and storage. Through PM and materials management, the company is working towards lowering inventory costs and optimizing inventory. It stocks the right materials and procures non-critical parts only when required.

It's now possible to identify specific assets that eat into its spend. Production and maintenance teams can identify and target maintenance of troublesome and costly equipment using total productive maintenance. This is a maintenance reduction process specially developed for productivity.

The project delivered on time and within budget and has more than met the Toro team's expectations. The foundation is set for future implementation to more sites with minimal rework, thanks to the template defined for Toro. Our flexible approach has ensured additional functionality and enhancements can be introduced to support any of the sites that choose to implement SAP PM in the future.

WHY CGI?

We have more than three decades of experience and experts in 40 countries. We help clients use technology to get products to market faster and to maintain better control of their day-to-day operations, enabling them to get their work done faster and for less, without sacrificing quality.

Note: The project referenced in this case study was delivered by Logica, which CGI acquired in August 2012.

For more information, please contact us at info@cgi.com or visit www.cgi.com.

"Logica's [now part of CGI] approach to the project was very collaborative, taking us through each step of the implementation with clear explanation of the process and system functionality. We were able to see in advance the impact upon our people and processes and how we could address any potential issues. We have built up a relationship through their openness and honesty during the implementation. Their advice showed deep knowledge of our industry and maintenance processes, giving them an advantage over other consultancies."

Svein Daae, Toro engineering manager (PM project manager), Rieber & Søn

"The consultant provided excellent experience from previous implementations, both regarding establishing efficient processes and avoiding pitfalls. From having bad control of stocks and high degree of corrective maintenance, we have obtained a high degree of visibility of spend and established efficient processes and a well working organization to take care of maintenance in a cost efficient way in the future."

"We have no hesitation in recommending Logica UK [now part of CGI] as SAP implementation partner and will for sure be continuing the new cooperation when new plants are considered for SAP PM implementation."

Bent Thomassen, RCC application manager, Rieber & Søn

With 69,000 professionals operating in 400 offices and 40 countries, CGI fosters local accountability for client success while bringing global delivery capabilities to clients' front doors. Founded in 1976, CGI applies a disciplined delivery approach that has achieved an industry-leading track record of on-time, on-budget projects. Our high-quality business consulting, systems integration and outsourcing services help clients leverage current investments while adopting new technology and business strategies that achieve top and bottom line results. As a demonstration of our commitment, our average client satisfaction score for the past 10 years has measured consistently higher than 9 out of 10.