Teamwork is truly a key ingredient in the juiced up production and maintenance efforts at this facility.

The Ocean Spray Cranberries Inc. [OSC] Bordentown, NJ facility was getting a bit "long in the tooth." Originally constructed in the late 19th century as a Worsted Wool plant and then converted by OSC in 1946, it operated for many years with minimal preventive maintenance. Over time, the facility began having difficulty meeting its obligations. In August 2004, newly appointed plant manager Tim Haggerty and corporate continuous improvement manager Jerry Langley invited Charles Brooks Associates, Inc. (CBA) to conduct a maintenance benchmarking evaluation and help develop an action plan to improve the overall performance of the facility. This process had been used in other OSC facilities for a number of years with great success. Over the course of the next two years, the Bordentown plant began making remarkable improvements in both production and maintenance performance.

During the initial benchmarking by CBA back in 2004, the facility scored 466 out of a possible 1000 on a worldclass maintenance scale. Specific opportunity areas were identified during the survey and recommendations were communicated to the management team during the wrapup meeting. The team was encouraged to:

- **Develop and communicate a coordinated plan for asset care improvement.**
- **Develop effective metrics for measuring maintenance contribution to plant performance.**
- **Restructure the maintenance function to support the operations.**
- **Improve the utilization of Maximo:**
- **Capture of maintenance costs**
- **Analysis of asset performance data**

- **Determine if assets were capable of performing at required levels (and upgrading if necessary).**
- **Evaluate maintenance skills and provide the required high-impact training.**
- **Determine the appropriate maintenance approach for each asset, including center-lining.**
- **Improve the execution of the planned maintenance process:**
- **Level 1 (Operators') PMs**
- **Maintenance PMs**
- **Overhauls**

By continuously monitoring the progress of down days, maintenance planners at the OSC Bordentown facility can shift resources from one activity to another to ensure that the most critical activities always are completed.

[redacted]

Plant management notes that progress toward revitalized maintenance at the OSC Bordentown facility could not have occurred without the buy-in and support of front-line mechanics, electricians and controls technicians, including mechanics John Cherba and Ed Conroy, shown here.

[redacted]