



## Case Study: Winona Foods

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### Client Profile

Deeply rooted in family-owned cheese companies, Winona Foods has exceeded industry standards and is dedicated to providing the highest quality portfolio of products. Founded in Green Bay, Wisconsin, in 1995, Winona Foods produces high quality cheeses and food packaging. Winona Foods is an industry leader and is dedicated to excellent customer service. “Imagine the possibilities™” that Winona Foods can bring to your business.

### Challenge

Prior to 2013, the Winona Foods manufacturing department had not established an inventory management system and also did not keep track of labor and downtime. According to manager Kyle Steinman, their two-man crew did not know which machines were down at any given time, and had “no clue” as to the costs that accrued. They kept their spare parts in a trailer and made repairs on demand, rather than taking measures such as trying to avoid downtime with preventive maintenance scheduling or tracking inventory. If they did not have a part, their machines could be down for days, up to weeks, causing delays in production. Not only were they affected by a disorganized inventory, but one of the most important things that they were missing was quantifiable data.

Real-time data, such as the number of hours a machine is down, can be collected and used to make time and cost saving decisions with the right CMMS software. Thinking along these lines, Winona Foods decided to use a CMMS product so they could track their inventory costs, labor, and downtime, as well as issue and manage work orders. CMMS software makes management more efficient as well as enables them to gather and define data, ultimately leading to important decisions.

## Action

As it turns out, Winona Foods already had a version of Proteus V, Eagle Technology's client/server CMMS software product. The previous manufacturing manager had not received training, and just like 80% of first-time CMMS users, Proteus V was never implemented correctly. Consequently, Proteus V was never used. Steinman decided that he would take the time to install Proteus V, and get the necessary training in order to establish their new CMMS system. Through a 2 day training session, Steinman and the staff were able to learn how to enter data into Proteus V, schedule work orders, track inventory, and view reports. They were able to see how it would start gathering data right away in order to make future decisions.

## Solution

Steinman and his staff began by building an inventory system and coming up with a plan for preventive and demand maintenance. They organized the parts and equipment in the warehouse and barcoded everything by vendor in the inventory module of Proteus V. The parts are now always available for repairs and they no longer have to wait to fix a broken machine. Combined with the PM (preventive maintenance) and DM (demand maintenance) modules, Steinman and his team were able to record data from periods of downtime, which provided them with the capabilities to make decisions based on real numbers.

After examining the results from using Proteus V, Steinman said that they currently issue about 10 work orders per day for broken machines, and take about 15-20 minutes for repairs. In fact, Steinman hired 6 more employees after they began collecting data, so they could avoid lapses in production and be more efficient. In addition, they discovered that they save \$12,000 to \$15,000 annually in repairs and inventory tracking through Proteus V. Steinman regularly reviews the Asset Cost report to make sure the team is on track.

Steinman also mentioned that Proteus V is easy to use, and he can "teach a tech within 30 minutes if they have basic computer skills." He also likes Eagle Technology because of their timely technical support.

## **Future**

Steinman plans on continuing with the use of Proteus V to collect real-time numbers to make future decisions, such as repair-replace decisions, labor staffing and inventory procurement. He will also execute lean processes for Winona Foods and intends to incorporate Eagle Technology's Proteus CMMS software into the plan. They are also exploring an upgrade to Proteus MMX, Eagle's latest web-based product.