



The renovated lube room at the Gerber production plant



BETTER LUBRICATION MANAGEMENT BOOSTS GERBER'S ASSET AVAILABILITY

Gerber's reliability team

Overview

The Gerber production plant in Fort Smith, Arkansas manufactures a wide range of high-quality baby food products. Along with aseptic cups, glass jarred products and meat sticks, the facility produces enough infant cereal to supply North America.

In 2006, the plant incorporated oil analysis with its existing predictive maintenance (PdM) tools, including infrared inspections, ultrasonic leak detection, vibration analysis and motor current analysis. It didn't take long for oil analysis to reveal that cost savings could be realized by keeping lubricants clean, dry and controlled.

Challenges

- Short gearbox lifespans
- Contaminated oil
- Poor lubricant storage and handling

Solution

- Noria's Lubrication Program Development (LPD)
- Maintaining proper oil levels
- Extracting representative oil samples from critical gearboxes
- Adding oil sample extraction ports, catch pipes and breathers
- Noria onsite training, online courses and videos
- Noria certification study aids

Results

- 80-percent reduction in lubricant consumption
- Annual savings of \$15,000
- Improved oil cleanliness
- Best practices for lubrication management
- Increased gearbox life cycles
- Reduced downtime
- Skilled workers

Because silica was found in virtually every oil sample, an informal root cause failure analysis was conducted to examine how the facility's lubricants were being managed. At the time, the plant was using an open-raftered "oil shed." Hot, humid and windy Arkansas summers combined with a neighboring facility that was manufacturing with sand resulted in lots of dust. When the wind blew, dust would enter the plant's oil shed and settle on everything.

"The oil analysis data opened our eyes and led to a totally different view of how we manage lubricants," said Mark Gonzagowski, the plant's reliability services team lead.

Improving Lubrication Management

The first step in improving Gerber's lubrication management was to reduce the amount of silica showing up in the oil samples. Rather than "re-inventing the wheel," Gonzagowski researched lubrication management and found universal truths across all industries. Oil must be kept clean, dry and controlled from the time of purchase through gearbox top-offs. Subsequently, and by staying true to these truths, Gerber implemented lubrication management with another universal principle as the guide: apply the right lubricant in the proper amount at the correct time.

"Noria kept coming up in references by many people," Gonzagowski recalled. "There are a lot of people out there (doing lubrication), but Noria seems to be the leader in the field."

Gerber team members attended Noria training courses and used the company's learning materials to obtain certifications through the International Council for Machinery Lubrication (ICML). These certifications not only would validate the skills and knowledge gained by personnel but also help ensure better machine reliability.

As part of an initiative known as “zero access,” new machine guarding was constructed around eight critical machines. Noria was also hired to develop a new approach for maintaining oil levels and extracting oil samples from critical gearboxes. Noria consultants developed a comprehensive plan that included remote-access minimess extraction ports, catch pipes and breathers. Total productive maintenance (TPM) lubrication standards like machine lube maps would also be important in the transformation process. However, the biggest step was changing how the facility managed lubrication in general, primarily its lubricant storage and handling.

The outdoor oil shed was abandoned after space inside the plant was allocated for the new lubrication center, which would be centrally located, insulated from the elements and offer a means to control access. Dedicated point-of-use containers were color-coded to bulk storage containers to simplify tasks, and technicians no longer would have to brave the elements outside to retrieve the necessary resources.

Decreasing Lubricant Consumption, Increasing Cleanliness

With a new approach to lubrication management, the facility’s average consumption of its two primary food-grade lubricants dropped from 650 gallons to just 110 gallons annually - a reduction of more than 80 percent, which resulted in more than \$15,000 a year in savings. This made a sustainable reduction to the plant’s operations budget.

Regardless of the dramatic decrease in consumption, the plant’s lubricant vendor, Tulco Oil, continues to support Gerber’s efforts in all aspects of its lubrication program.

“The relationship between a plant and its lubricant supplier is crucial because that is where lubrication management starts,” Gonzagowski said. “If your vendor does not provide or is not willing to take steps to provide a quality product based on specific requirements, cut them loose.”

“It can get expensive on the front end for sure, but not seeing gearboxes in our recycling bins makes the expense worth it.”

*- Mark Gonzagowski,
Reliability Services Team Lead*



The lubrication training center developed by Gerber’s Fremont Michigan TPM team and duplicated at the Gerber Fort Smith Arkansas Plant

Changes in gearbox cleanliness were also seen in the first year. The average ISO cleanliness code improved steadily from 26/24/20 to 20/18/16. Gearbox life cycles and mean time between failures increased by three to four times in most washdown areas and as much as seven to 10 times in dry areas of the facility. The cost-avoidance savings achieved by extending gearbox mean time between failures (MTBF) via better lubrication management could also be added to the plant’s annual operations budget reduction along with increased machine availability or “asset intensity.”

Plant personnel were included in the improvements through Noria’s onsite training sessions and training videos. Processes were designed to increase the lubrication skill set, and machine operators will be performing routine lubrication in the near future.

“We’ve done a lot toward applying the proper amount of grease lubricant when it’s needed as opposed to a time-based application,” Gonzagowski noted. “Every motor that we would open up before, there were large amounts of grease in the winding field. We don’t see that anymore.”

Moving Forward

To improve its lubricant storage and handling practices, Gerber has invested a little more than \$100,000 in physical resources, with an additional \$30,000 to \$35,000 in lubrication program development, training and training aids. The plant still hopes to add onsite lubricant analysis and more condition-based maintenance team members so all maintenance can be scheduled and driven by predictive technologies and methodologies. Going forward, TPM standards like 5-S, visual standards and other components have driven more changes for the better.

“Good lubrication management impacts so many universal key performance indicators (KPIs) that are common to all industries, be it power generation at a nuclear facility to making the best widget at the most competitive cost,” Gonzagowski said. “It can get expensive on the front end for sure, but not seeing gearboxes in our recycling bins makes the expense worth it.”

For more on Noria’s Lubrication Program Development, contact us at 800-597-5460 or visit www.noria.com.