



Wrigley

A Better Flavor of Mobile Plant Maintenance
with Help from SAP® and Motorola Solutions

Company

Wm. Wrigley Jr. Company

Headquarters

Chicago, Illinois

Industry, products, and services

Consumer products – confections manufacturing

Web site

www.wrigley.com

SAP® solutions and services

SAP® Work Manager mobile app

Partner

Motorola Solutions Inc.
BarCode ID Systems

Partner Web Sites

www.motorolasolutions.com/manufacturing
www.barcodeid.com

Mobile technology sweetens innovation in plant maintenance

At Wm. Wrigley Jr. Company, bringing smiles to people every day with popular brands like Extra®, Orbit®, Doublemint®, Skittles®, Starburst®, Altoids®, and Life Savers® – in more than 180 countries – is no simple task. With tight global markets, rising commodity prices, and fierce competition, efficiency is one of the cornerstones to Wrigley's success.

That's why 17,000 employees worldwide are committed to continuous improvement through innovation. It's a call to action shared by the maintenance team at Wrigley's production plant in Flowery Branch, Georgia. They partnered with three trusted technology partners – SAP; Motorola Solutions Inc.; and Atlanta-based systems integrator, BarCode ID Systems – to launch a pilot plant-maintenance solution.

The team is using Motorola rugged handhelds, loaded with the SAP® Work Manager mobile app, to complete maintenance tasks faster and smarter than ever. By making plant-maintenance information from its deployed SAP ERP application available to technicians through a smart, intuitive workflow, the team is improving maintenance efficiency, reducing cost, and improving plant equipment uptime.



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Turning lost time into wrench time

From its start in 1971 with 100 employees making 3 chewing gum flavors to 800 employees making more than 30 flavors today, Wrigley's Flowery Branch production plant is thriving. The plant's 130-member maintenance team is a big part of that success. "We are committed to a continuous productivity-improvement process," says Craig Short, maintenance manager at the plant. "It requires addressing key challenges that affect our ability to take extra costs and effort out of our maintenance program."

Paper-based maintenance processes were contributing significantly to lost "wrench time" with added administrative duties, as well as extra time spent retrieving instructions, tools, and parts around the plant floor.

At the end of a shift, technicians would line up in front of a computer terminal to enter their tasks and hours. The process made accurate cost-based accounting at the task level difficult and limited the team's ability to optimize maintenance strategies.

This is why the maintenance team had two goals in deploying a mobile solution. "First, simplify and improve the efficiency of our maintenance documentation process to reduce waste and free up technician time," explains Short. "Second, we want better resolution on two things regarding each task: incident and duration, or how many times technicians are completing a given task and how long it takes to complete each task."

"The right mobile solution would help our technicians work more efficiently without compromising quality. It would also give us information about how we execute, so we can develop optimized training and workload planning and work smarter."

Craig Short, Maintenance Manager, Wm. Wrigley Jr. Company



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Using Motorola Solutions for robust mobile plant maintenance

The team at Flowery Branch relies on plant-maintenance information made available through Wrigley's central deployment of SAP ERP. "Maintenance information connects seamlessly with parts availability and purchasing information so we can get the right parts at the right time," says Short. "And a mobile solution can provide our technicians on the floor with real-time access to SAP ERP using simpler, more intuitive interfaces."

The team tried several solutions before selecting SAP Work Manager. "What really impressed me about the mobile app was the fact that the developers followed maintenance people on a daily basis to see how they work and what the software should do for them," says

Short. "It's truly software developed with the maintenance tech in mind."

In evaluating different mobile devices, the maintenance team worked with long-time partner BarCode ID Systems, whose experts recommended the Motorola MC75A. "The plant environment requires a handheld design that simplifies use by technicians, works as hard as they do, and has the technology to help them work better and faster," explains Short. "For example, integrated scanning instantly confirms that the right equipment is being serviced and the right parts are being used. The touch screens can be used with gloves and resist dust and fluids, and the form factor fits really well in the hand and operates reliably after being dropped on the concrete floor."

"For an effective mobile solution, the software and the device must be designed to support how the technicians work. SAP Work Manager and the Motorola MC75A give us the right combination to ensure that people in the field will actually use it."

Craig Short, Maintenance Manager, Wm. Wrigley Jr. Company



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Putting plant maintenance in the palm of the hand

The new mobile plant-maintenance solution at Flowery Branch would serve as a pilot for other Wrigley production facilities throughout North America. Training for some 120 users to use the Motorola rugged handhelds loaded with SAP Work Manager was completed rapidly. “In the old system, it took several hours of classroom training just to have our technicians complete two tasks – enter time and create notifications,” explains Bobby Hyde, maintenance planning lead. “With SAP Work Manager on the Motorola handheld, it took us just two hours to train our technicians to perform goods issues; create time entries, notifications, and work orders; and more.”

SAP Work Manager also required very little configuration by the team. “The out-of-the-box functionality is actually pretty good, and we recommend that you start with SAP Work Manager right away and build on it from there,” Short remarks. The team also liked the software’s flexibility, enabling rapid changes to drop-down selection values as well as work-order lifecycle workflows. “The mobile app handled probably 80% of what we needed, and it had a lot of functionality that we didn’t even think about but want to use right away,” he adds.

“The SAP and Motorola solution is one of the best IT projects we’ve ever launched here, and it’s setting the stage for how the rest of the North American region will use it.”

Bobby Hyde, Maintenance Planning Lead, Wm. Wrigley Jr. Company



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Using enterprise mobility to drive continuous improvement

Members of the Flowery Branch plant-maintenance team appreciate no longer having to rely on paper forms or queuing up at the end of the day to complete an entire shift's work detail on a desktop computer. "The technicians don't want to go back to paper," says Hyde. "They are seeing the benefits of having all the work orders and plant-maintenance tasks they need on their devices and right there with them on the shop floor. They also see the devices as a tool for helping them identify recurring problems that impact their daily performance."

SAP Work Manager provides the maintenance team with an accurate minute-by-minute picture of the number of tasks being completed by each technician and how long each task is taking. And different total productive maintenance (TPM) teams are analyzing the data to find ways to optimize. "Our TPM teams looked at the total incident and duration data on planned maintenance and breakdown repairs for those assets that cost the most to maintain. We are able to eliminate redundant and unnecessary tasks, combine tasks, and increase productivity," says Short. "The improved maintenance plan reduced asset downtime while freeing up technician time."



120 users

Trained on Motorola rugged handhelds with SAP Work Manager



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Reducing cost and putting the savings back into the business

The solution powered by SAP Work Manager and the Motorola rugged handhelds is delivering bottom-line savings to the business through improved labor productivity, cost capture and inventory for parts, and equipment utilization. “The real-time task incident and duration data being collected by the mobile devices is the key enabler to reduce cost and improve productivity,” explains Short. “It helps us ask the right questions so our TPM teams can come up with the right solutions in terms of equipment adjustments or improved maintenance plans.”

In the first year of the solution’s deployment, the team has reduced maintenance costs and shifted more investment to infrastructure improvements. “The cost of doing maintenance is heading dramatically in the right direction,” says Short. With the mobile solution supporting the maintenance team’s optimization efforts, technician productivity has improved. “Our technicians have gained up to 45 minutes a day in time savings,” explains Hyde.

“The project paid for itself in less than one year. That is a great ROI.”

Craig Short, Maintenance Manager, Wm. Wrigley Jr. Company



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Recreating success across the company

The mobile maintenance solution piloted at the Flowery Branch production plant is moving to the next stage. The solution has now been implemented in Yorkville, Illinois, and will be launched in Chattanooga, Tennessee, this year. “Since the mobile solution works well for the Yorkville maintenance team,” says Hyde, “it will be deployed to the rest of our plants in North America.” For Short and the rest of the Flowery Branch plant-maintenance team, the mobile solution powered by SAP software and Motorola hardware is already a winner. “We haven’t found any other mobile solution that gives us this much capability,” he concludes.



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