

# PERFORMANCE PROOF

RETAIL / MAINTENANCE IMPROVEMENT / LARGE CORPORATION

## THE PERFORMANCE PROBLEM



Walmart has dozens of truck and tractor maintenance garages (TMGs) to support thousands of retail sites and distribution centers (DCs). These facilities handle all preventive maintenance (PM). Walmart wanted to lower costs by increasing PM productivity.

## THE PERFORMANCE SOLUTION

PSbyM practitioners started with a single TMG, and outlined to site leaders how PSbyM would help to increase throughput and technician engagement through the Maintenance Excellence process:

- Conducting a site assessment, evaluating total productive maintenance (TPM) systems, and interviewing associates.
- Detailing improvements needed for 5S organization, parts management, communication, and training.
- Conducting a master planning session on improvement themes.
- Establishing workstreams, leaders, sponsors, meeting calendars, and target metrics for work teams.

## THE PERFORMANCE PRINCIPLES

Practitioners deployed three core principles:



**1** Technicians used the **5S method** to reorganize the tractor and trailer parts room; lubrication areas; and tools storage.

**2** The site adopted a **daily management system** (i.e., the Milliken Performance System) to monitor and control daily performance.

**3** Leaders and associates focused on adherence to **standard work**, shifting attention from firefighting (reactive problem-solving) to compliance to standards and continuous improvement (proactive problem-solving).

## THE PERFORMANCE PROOF

**30-45%**

reduction in time to conduct PM, tire repair, and in restoration/overhaul time.

PM throughput increased to 22 trailers per day vs. 17 per day previously

Practices replicated to other sites generate HUGE capital savings: for every five sites with this level of improvement, one less TMG will need to be built in the future.



## THE PERFORMANCE FUTURE

Practitioners will replicate successful countermeasures to another site while training the Walmart team as “practitioners,” so they can replicate the performance system to additional TMGs. PSbyM will continue to assist by conducting assessments, offering support in a limited role, and auditing the progress of the Walmart practitioners.

**Are you ready for your Performance Solution?**

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