


# AVON

Parts Support and Preventive Maintenance Programs Keep  
Mission-critical Conveyor Systems Running at Peak Levels

Case Study

A photograph showing two men working on a large industrial conveyor system. The man on the left is wearing a bright orange polo shirt and is leaning over the machinery, pointing at a component. The man on the right is wearing a light-colored polo shirt with thin blue and white horizontal stripes and is also leaning over, looking at the same area. The conveyor system consists of multiple parallel rollers supported by a metal frame. The background is a plain, light-colored wall. The overall scene is brightly lit, suggesting an indoor industrial or warehouse setting.

## Parts Support and Preventive Maintenance Programs Keep Mission-critical Conveyor Systems Running at Peak Levels

### Keep Those Boxes Moving

*Please note: "Honeywell Intelligrated" within this case study refers to Intelligrated, which Honeywell acquired in 2016.*

At Avon Products, a common theme throughout the distribution network seems to be "keep those boxes moving." If the boxes are always moving throughout the building, it is a strong indication that scheduled customer orders are being shipped at a rapid pace and on time.

Avon's systems run 24 hours a day for a minimum of five days per week to keep up with order demand. Accuracy, speed and continuity are the name of the game. For Avon Products, the order volumes have increased substantially over the years, and the systems used to distribute the on demand orders, while not getting any younger, must keep up. These systems, like the company's Atlanta facility installed in 1991, are often asked to push more volume. Older equipment poses even more of a challenge, and a strong consistent, predictable preventive maintenance program is the key for Avon.

Avon depends on highly automated systems, which require a superior preventive maintenance program. With Avon's calculated investment in outsourcing its preventive maintenance program, the company was able to reduce unscheduled downtime by approximately 68 percent, thus saving substantial costs and increasing vitally important customer satisfaction ratings.

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While a company can easily calculate the tangible high costs of system downtime, the intangible costs of downtime, such as the cost of disappointed and dissatisfied customers, are seldom accurately measured. Many times the impact of disappointed customers can be equated to lost future business and lost potential customers. For this reason, investments in reducing the potential to disappoint customers are just as, if not more, important to Avon than reducing excess labor costs.





### **Benefits achieved with new system**

- Preventive maintenance program reduced downtime by 68%
- Focused parts support keep mission critical conveyor systems running at optimal levels
- Competitive parts pricing and superior customer service

**“Our distribution center runs at a fast pace and we need to make sure our preventive maintenance is the best it can be...we cannot afford a minute of unscheduled downtime.” said Jim Waldron, Engineering Manager, Avon.**

The preventive maintenance program designed with and contracted through Honeywell Intelligrated® Lifecycle Support Services group was established in 2002. The program was created to address some major critical product issues, but most importantly, it was challenged to reduce downtime by 50 percent. Specifically prescribed preventive maintenance on the entire system is completed four times a year on a quarterly rotation. Each quarter, a team of service technicians spend six weekends (24 hours per weekend) in the facility performing preventive maintenance checks and services on the conveyor equipment. Their initial efforts concentrate on the most system critical components, but never overlook any of the transport mechanisms. During the preventive maintenance tasks, the dedicated service team makes repairs on any immediate needs and schedules the conveyors for other maintenance issues identified. These issues can be scheduled as additional tasks for the Honeywell Intelligrated crew or can be accomplished by the in-house maintenance staff as time permits.

Contributing to the total success of operational objectives, it is imperative to establish and maintain disciplined preventive maintenance tracking and work order scheduling. In addition to the checks and maintenance services, the Honeywell Intelligrated team is also responsible for maintaining Avon's computerized maintenance management system (CMMS). Work orders are opened, completed and accurately logged during scheduled preventive maintenance rotation times to avoid interference with everyday operation. Honeywell Intelligrated's team leader is also responsible for the accurate accounting of parts and labor used by the preventive maintenance team.

As an added level of service, the Honeywell Intelligrated team walks the system prior to commencing each weekend's preventive maintenance work orders to perform a precheck analysis while the system is in operation. This allows them to better pinpoint any components that are in their early stages of degradation. At the end of each weekend's work, the team performs post-service testing to guarantee a successful startup. Also, prior to closing their tool cases for the weekend, the team reviews parts used and parts that need to be reordered by Avon to replenish their stock. The team reviews any noted deficiencies that need to be scheduled for future repair or replacement.

"Many times a customer doesn't realize that if you see shreds of metal or belt material on the floor that it is an early warning sign," said Diane Blair, Manager, Field Operations, Lifecycle Support Services and Avon's representative. "When preventive maintenance is not accomplished, you will have to replace air piping, pneumatic components and mechanical components much more frequently."

### **Partners in Success**

"We are very pleased with our partnership with Honeywell Intelligrated and are delighted with the results," said Jim Waldron, Engineering Manager, Avon. "We believe that we are true partners in success."

*Working on equipment during off hours in order to ensure throughput.*



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