DPSI Customer Success Story: International Game Technology

Overview:

With 13 maintenance employees for a 1.2 million square foot facility, iMaint keeps IGT on the right track and keeps all employees fully utilized.

Market:

Manufacturing

Product:

iMaint

IGT (International Game Technology) is a global company specializing in the design, development, manufacturing, distribution and sales of computerized gaming machines and largest jackpot, and well-known slots such as Red White & Blue®, Double Diamond® and the ever-popular Wheel of Fortune® games. IGT has facilities around the world, and is headquartered in Reno, Nevada. John Butterfield, Facilities Maintenance Supervisor based in Reno, has been integral in the implementation of iMaint since its purchase in 2004. “IGT made the decision to move to iMaint, so I was able to get involved in the initial phase,” explained Butterfield.

Training is Key to Success

Butterfield, an energetic ex-Navy man, was not one to let the grass grow under his feet. As IGT prepared to migrate their data from PMC to iMaint, Butterfield had Leland Parker, Professional Services Senior Project Manager for DPSI, come to Nevada. He trained their power users for a week and then trained all the remaining users. Butterfield explains his training philosophy this way: “Investing in training is money well-spent for two reasons. First, it helps employees understand how important their data is and thus provides better data and better history. Second, it enhances the mechanics’ overall knowledge in the maintenance field. Now they not only know how to turn wrenches but also have an understanding of how all the maintenance processes are put together (scheduling, parts ordering, contractor work) which in turn increases the entire team’s effectiveness.”

Since moving to iMaint, IGT has provided its employees’ training from six different iMaint classes, including on-site training and webinars. This training has paid remarkable dividends according to Parker, who noted on a return on-site training visit, “Their system is one of the cleanest, most organized I’ve seen. During the week we identified relatively few cases where data clean-up was needed.

All the mechanics are active in the system and required to look up parts, enter actual parts, actual labor, codes, comments, and complete Work Orders." Parker continues, "Thus the first two days of the on-site were spent with two different groups of mechanics. The remaining three days were spent with more advanced users asking specific questions."

Training is so important that the second Friday of each month is reserved for training employees. Butterfield passionately explains, "At our once a month training the employees learn more and I learn more. It's a win-win." Butterfield has created several training databases for a number of testing functions. When they want to try something new, like parts ordering, inventory, scheduling, or codes, they try it in the training database first. Once they understand how something is going to work in the database, they are much more comfortable setting it up and utilizing new functions.

Using RIME and Metrics

As a member of the iMaint User Advisory Board, Butterfield has participated in two User Group Conferences with presentations on "Documenting Maintenance Goals" and "Build a Reliability-Centered Maintenance Program." These presentations have explained how extensively iMaint can be used to provide pertinent data for making informed decisions. Defining and implementing metrics provides Butterfield with accurate data to make his informed decisions. "I started defining metrics as a way to market the maintenance department and show that we did a lot more than just "fix" things. The metrics that we have set up allow us to focus on problem areas, but also to show areas where we have been extremely successful, like with our Air Management System. With this program, we started collecting data to find out how many hours our six air compressors ran each month by taking a meter reading the first day of each month. When we began, the six compressors combined were running 24 hours a day. By using our data of when they were running and when they were used, we have been able to decrease usage to 17.6 hours/day among the six compressors. We are able to set the compressors so the start and stop parameters are more efficient with lower pressures during off-hour," explained Butterfield. Butterfield estimates that he has created 25 metrics like the Air Management System. These metrics allow him to track monthly data and savings and then supply management with more accurate data for making decisions about the future.

Another factor that assists Butterfield in planning is relying on the RIME priority in iMaint. RIME is the Relative Importance of Maintenance Expenditure where each asset is placed in one of ten priority categories. The items most important to efficiency and productivity have a value of ten and the least important, a value of one. When work orders are generated for the week, he can easily see what is most important according to the assigned RIME priority. Butterfield says "We built our RIME priorities around the PMs, assigning them a level of 8. They are not emergencies, but not performing the maintenance can lead to the possibility of equipment downtime, which ultimately affects the bottom line. The only things that are a higher priority than our PMs are actual emergencies, safety issues or lead to a substantial loss of revenue." When the work orders are generated, they go to a scheduler. Butterfield is not involved in this process unless it is a unique request or one flagged for supervisor's approval. The scheduler assigns them to the appropriate maintenance person based on that person's skill set and the RIME priority, using the Resource Allocation module.

"We have 13 maintenance employees for this 1.2 million square foot facility. The Resource Allocation module allows our mechanics to get a snapshot of the upcoming week," explained Butterfield. "It was not difficult to incorporate the Resource Allocation module into our work at IGT. We had worked with a similar module in PMC and just transferred our skills. This module allows us to keep all employees fully utilized."

"One innovative way IGT uses iMaint is by tracking all of our service contracts in iMaint. We entered them so that a work order is created three months before they are due. This gives us time to review the contract before renewal, interview other providers, and engage in negotiations, rather than feeling we are pressed to sign with the same provider because the renewal date is eminent," explained Butterfield.

When the contract is coming due and the work order is created, the current contract is viewable as an attachment to the work order. This process saves time, money and a lot of employee effort.

Savings with iMaint

In reviewing the December 2008 Maintenance Report, Butterfield was able to report that "maintenance department productivity was 99.2%. This was up from 82% reported in January of 2005 and 96% in January of 2006. This shows us that iMaint is helping to keep us on the right track," concludes Butterfield.