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rePAIR – Enhancing Greiner’s reVOLUTION with a sustainable maintenance solution.

reSPONSIBLE maintenance of Greiner assets & rePLACEMENT of broken parts with spare parts using SRB Maintenance Cockpit.

Greiner Packaging boasts more than 60 years of experience developing and manufacturing rigid plastic packaging and supplies customers worldwide with innovative and sustainable solutions. Being sustainable also means efficiently using the tools provided. Maintenance plays a significant role in this. Therefore, it was crucial for Greiner Packaging to introduce a company-wide template for planning and executing maintenance, fully integrated into the SAP landscape. The standard tools didn’t do the trick, so Greiner Packaging turned to SRB for a custom solution. The SRB Maintenance Cockpit provided what Greiner Packaging aimed for. And Greiner Packaging got more than just added SAP functionality. The solution sparked the motivation of the whole maintenance team.

Striving for excellence is one of the key values at Greiner and its divisions Greiner Packaging, Greiner Bio-One, and NEVEON. And that’s what wrote the company’s success story. In the course of its over 150-year history as a family business in Nürtingen, Germany, Greiner has grown from a small general store into a world-leading group of companies, employing a workforce of more than 11,000 at more than 120 locations in 34 countries around the world. Nearly half of its workforce – 5,000 people – are working for the packaging division which was established 60 years ago.

Striving for excellence applies not only to the product and quality but also to the machinery, tools, and processes that help make them. Roland Schulz ensures excellence in this area. As Global Director Operational Excellence at Greiner Packaging, he is responsible for everything running smoothly in all Greiner Packaging plants worldwide.

In 2022, maintenance was on his mind. “We had a simple goal,” Roland Schulz explains: “We wanted to standardize and digitalize the maintenance process.” There were digital work plans based on a lean TPM approach for specific machines in Greiner Packaging’s plant in Slušovice in the Czech Republic, but maintenance was still a pen-and-paper game in most other 19 production plants worldwide.

Creating value

Roland Schulz saw the value a centralized digital maintenance solution would create for Greiner Packaging. But there was a catch: It needed to be fully integrated into SAP, Greiner Packaging’s standard ERP system for over 20 years. “SAP is the IT backbone of our company. All the data, all the information is in there. It was clear that the new solution needed to build on that. Of course, there were other requirements for the solution. It had to be slim, mobile and user-friendly with little administrative effort, as our maintenance employees work on mobile devices,” Roland Schulz adds.



So, Roland Schulz turned to SRB for support, which came through the SRB Maintenance Cockpit. It was developed to digitally manage complete maintenance processes, including worklists, visualizing checklists and work instructions, and reporting messages and faults.

Greiner Packaging took advantage of the flexibility this solution provided and added two additional applications on top of the Cockpit: A customized tool for maintenance notifications as well as the Fiori-based Tool App serving to monitor the status of the mold levels, or in other words, a digital solution that broke down the individual process of tool management to the size of a smartphone as both applications are to be used on mobile devices on-site, connected to the SAP system in real-time.

“The SRB team did not only provide great consulting but also tailored the solution specifically to our needs to get the transparency and flexibility needed for high-quality processes as well as an easy-to-use tool which was key to the acceptance beneath our maintenance crew,” Václav Zatloukal, Global Senior Expert ERP Projects & Processes and project lead at the Slušovice plant at Greiner Packaging, which served as a pilot plant for the roll-out of the SRB Maintenance Cockpit, says.

Motivation as the key factor

To successfully implement the SRB solution, Greiner Packaging had to dig deep into its processes, question every aspect of each process, and work on many business-related aspects before setting them up digitally, like redefining number ranges, order types, failure types, and naming conventions. This established the base for SRB's expertise to finetune the SRB Maintenance Cockpit to Greiner's needs, mapping the entire maintenance execution from A to Z.

But the solution has not only been a technical matter, thinking of configuration, security regulations, and the like. The biggest challenge Greiner Packaging needed to overcome was communication, Václav Zatloukal remembers: “To switch from remote online to present meetings and biweekly workshop days on-site not only streamlined the processes but also got the team members of the Greiner divisions and the maintenance crew on board and emotionally attached to the project.

During an SAP implementation, you often have to push and push to get things off the ground. This time, the team pulled the project. The members were extremely motivated and enthusiastic. This made the difference in going live with the solution sooner than anticipated.”

Manfred Scheiner, Team Lead Integrated Digital Maintenance at SRB Consulting, approves: “The close and professional partnership between the Greiner Packaging and SRB teams paved the road to success.”

The result: On April 11th, 2023, precisely 301 days and 5 hours after the initial kick-off to the final call, as Manfred Scheiner remembers, and after a final testing phase and key user training, Greiner Packaging successfully went live with the SRB Maintenance Cockpit and the Tool App for corrective and preventive maintenance, meaning that the whole maintenance process in the Slušovice plant can be run digitally, saving a lot of time and hassle. This implementation now serves as a template basic solution for other rollouts within Greiner Packaging's SAP R/3 landscape in all plants and on its SAP S/4HANA journey in the upcoming years.

Big plans ahead

Roland Schulz summarizes the project: “Although we have now completed the implementation project in Slušovice, it was only the start of a long, exciting journey.” The Global Director Operational Excellence at Greiner Packaging has his eyes well set on a bright, digital future ahead – first and foremost on the SAP S/4HANA migration project where the SRB Maintenance Cockpit should also be part of the future standard maintenance solution.

Even more, more sensors and measuring points are about to be implanted in and around the plants, meaning Greiner Packaging is heading towards condition-based maintenance based on IoT data, such as operating hours.

“Our goal is to use our IT to the maximum extent it provides. The foundation is set. Now we need to keep the momentum going and ensure that IT adds business value to the whole company,” Roland Schulz concludes.

ABOUT GREINER PACKAGING

Greiner Packaging has been developing and producing rigid plastic packaging for 60 years, using the vast array of production, decoration, and barrier technologies at its disposal. The company's packaging products are used in a multitude of food and non-food markets. Aiming to help deliver a circular economy, the packaging specialists are constantly expanding their range of sustainable packaging solutions.

Greiner Packaging consists of two business units: Packaging and Assistec. While Packaging focuses on producing packaging products, Assistec produces technical parts and complete assemblies made of plastic. Greiner Packaging is a division of Greiner AG, a global group of companies that includes two other divisions: Greiner Bio-One and NEVEON.

Greiner Packaging employs a workforce of more than 5,000 at more than 30 locations in 19 countries around the world. In 2022, the company generated annual sales revenues of EUR 909 million (including joint ventures), which represents almost 40% of Greiner's total sales. More at www.greiner-gpi.com.

ABOUT SRB CONSULTING

SRB is one of the leading Austrian consulting companies for the digitization of complex processes in the SAP area. Founded in Vienna in 1997, the team of over 50 SRB experts supports companies from a wide range of industries on their digital transformation journey, designing and optimizing their internal processes with comprehensive IT services of all kinds. More at www.srb.at.

Challenges

- Different languages in different plants
- Digital maintenance solution to be fully integrated into SAP
- Processes needed to be standardized to work as a template for different plants worldwide.

Solution

SRB Maintenance Cockpit

Results

- Company-wide template for planning and executing maintenance implemented.
- Solution fully integrated into SAP landscape.
- Professional partnership set up for future endeavours.