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Breakdown -has hidden costs.

It's a story familiar enough to make grown men and women cry. A truck breaks down, and the load is ruined. I saw a load of lettuce coming east from California after 10 hours in the desert sun (after the reefer quit). Pretty disgusting. Even the rabbits weren't interested!

That's half of the story for customers. Another truck had a load of colorant for plastic (a plastic resin containing concentrated color mixed with the plastic pellets for injection molding of colored products). This truck had a minor failure that resulted in a roadside breakdown.

Unfortunately, the driver was in a dead cell area. He used CB relays to get word to a repair facility. His JIT (Just-in-time, where you have to deliver a component of a product at a specific time) window closed, and the missing shipment shut the manufacturing process down. The problem for the shipper was that it was the first shipment of a \$40 million contract for a new customer in a new industry. Ouch!

Breakdowns are not only not okay, but they also cost way above the repair costs. In some industries, the 'other' costs are 10-100 times greater than the repair costs. The costs of a breakdown could be considered like an iceberg. Above the water line are the repair costs, including parts, labor, and outside vendors.

The 'other' costs are below the water line (90% of the iceberg). Here is a mental exercise. Take the last few breakdowns and make some educated guesses. If you do, you may be surprised.

Cost of Breakdown What is the total cost for a couple of recent breakdowns?

ITEM	COSTS FOR BREAKDOWNS
<input type="checkbox"/> Operator or driver (crew) idle time	
<input type="checkbox"/> Cost of lost production or lost revenue from having the unit out of service.	
<input type="checkbox"/> Rental of replacement capacity	
<input type="checkbox"/> Extra travel time for mechanic	
<input type="checkbox"/> Extra repair time due to field conditions	
<input type="checkbox"/> Cost of disruption to other activity that is left	
<input type="checkbox"/> Extra costs due to core damage	
<input type="checkbox"/> Extra damage to associated parts	
<input type="checkbox"/> Extra costs of outside vendor parts and labor	
<input type="checkbox"/> Spoilage of product	
<input type="checkbox"/> Customer delay penalties	
<input type="checkbox"/> Refunds of shipping costs	
<input type="checkbox"/> Loss of goodwill	
<input type="checkbox"/> Cost of overhead related to the original assignment	
<input type="checkbox"/> Impact of disruption on morale	

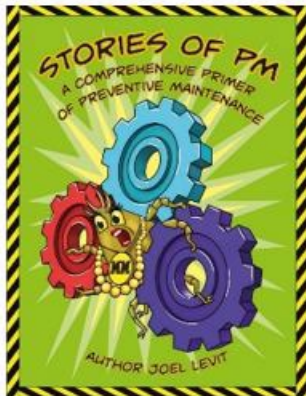
Total costs associated with the breakdown:

The amount of money can be staggering. A chart like this is one of the best arguments to improve the PM effort, buy a computerized PM system, or get training for your shop employees.

Crazy, Fun Books teaching maintenance fundamentals

From the series: “Elements of Great Maintenance Management”

You can tell from the covers these books are different than everything else you’ve seen.



Preventive Maintenance



Defect Elimination



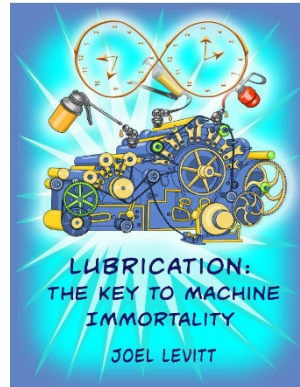
Reliability and fundamentals



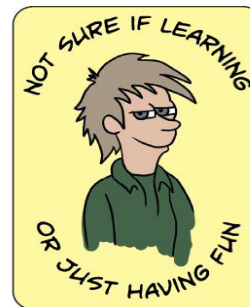
Maintenance quality



Maintenance Planning



Lubrication



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- Boring texts don't cut it.
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