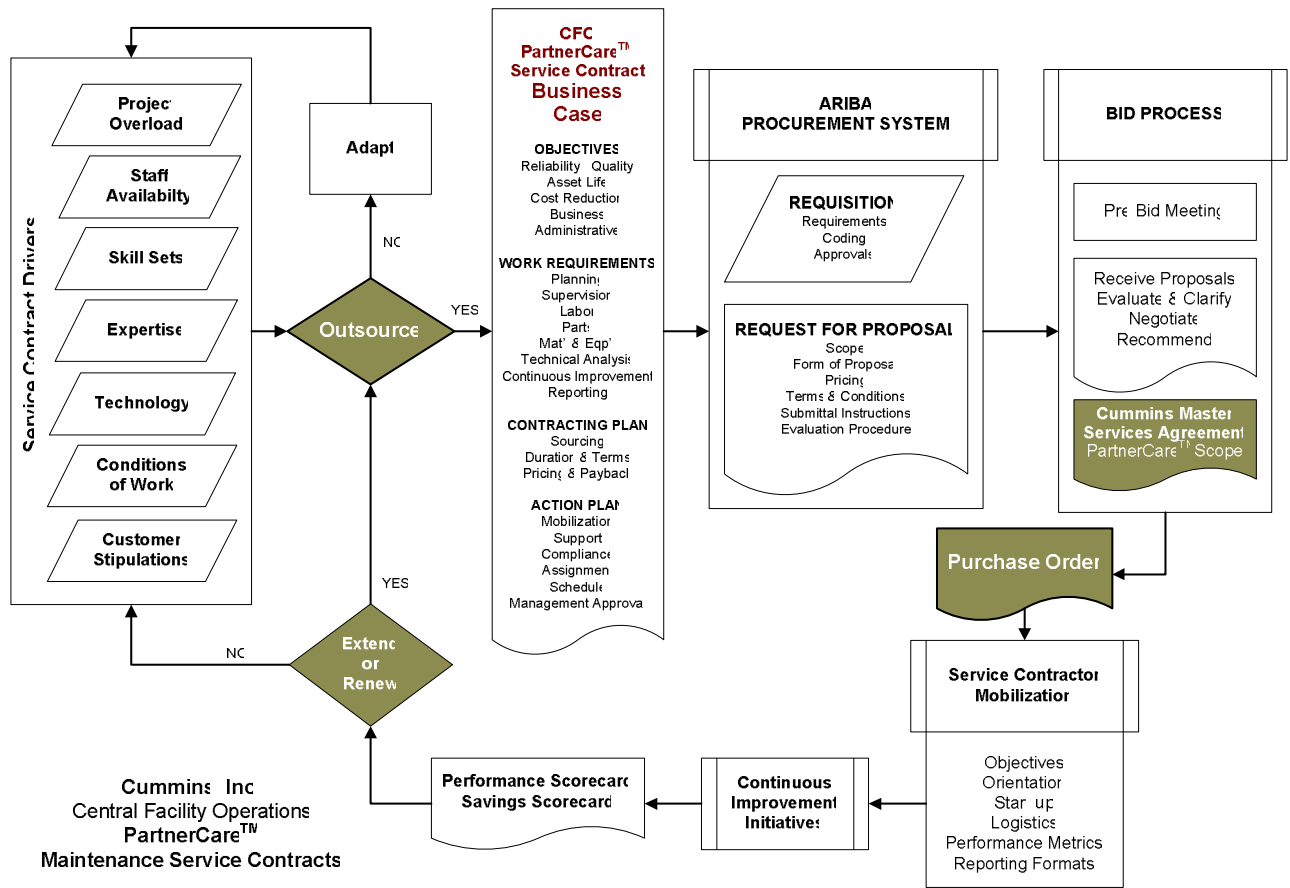


<b>Case Study</b>	<b>Cummins Engine – Service Contractor Management</b>
<b>Project</b>	Service Contractor Management
<b>Deliverables</b>	Current state assessment of service contract operations for compressed air, chillers, filter management, elevators, mobile equipment and building automation system services; developed management model for service contracts and trained facility team members in developing business cases, work scope statements and reporting standards. Redefined working relationships with contractors to drive continuous improvement across all service disciplines (“Partner-Care”).
<b>Participants</b>	Central Facility Operations (CFO) Director, Facility Supervisors, CFO Financial Analyst, Maximo (CMMS) Coordinator, Sourcing Manager, Indirect Purchasing (Facilities) Maintenance service contractors account representatives
<b>Staffing</b>	MartinCompany principals, staff data analysts
<b>Duration</b>	2 months assessment, recommendations, implementation plan 4 process design, guidelines, templates, pilot program to re-bid compressed air system maintenance under a “partner-care” model 2 months bid evaluation, negotiation and award
<b>Background</b>	Cummins outsources the maintenance of its most critical building systems, freeing the in-house workforce for reactive work and smaller projects. in parallel with six-sigma initiatives, Cummins challenged service contractors’ consistency and reliability.
<b>Approach</b>	Martin Company investigated the methods and practices of key service contractors, evaluating the scope, structure, supervision, systems and synergy of the process. Observations and conclusions fueled discussions about goals, priorities, resources and communication. Recommendations advanced tighter workscopes and business cases for service contracts; improved purchasing procedures; stronger direction by Cummins supervisors and closer working relationships with service contractors; effective use of Maximo (CMMS) for tracking work histories, performance gains and savings.

**Case Study**

**Cummins, Inc. – Southern Indiana  
Service Contractor Management (cont'd)**



**Outcome**

The facilities team refines work scopes and business cases to reduce waste and lower demands on building and utility systems.

The compressed air service contractor (Ingersoll-Rand) performs leak studies, dew point studies and other analyses to identify sources of waste. Resulting improvements eliminated a major expansion of the air system. Lower cfm levels are reducing energy consumption, shrinking maintenance costs, and extending equipment life.

The filter management contractor (America’s Finest Filters, LLC) began evaluating each filter at scheduled changes, using data to adjust the schedule, change filter media and take steps to reduce cost and improve performance. The result is more efficient performance of the equipment, lower costs to the contractor, and reduced charges to Cummins.