ORGANIZATIONAL RESTRUCTURING AND OPTIMIZATION OF THE MAINTENANCE PROCESS AT A CEMENT PLANT

BACKGROUND

„Organizational effectiveness and equipment reliability at our plant in Shurovo/Russia do not meet Western standards yet. We need to set up a clear organizational structure that allows us to plan, execute, and monitor the success of our operational activities."
Alexander Lipp, Technical Manager

OBJECTIVES

Optimization of the core maintenance processes and development of an effective plant organization
– Development and implementation of an operational planning and reporting system
– Installation of preventive and predictive maintenance concepts and activities
– Development and implementation of project management tools during the plant overhaul

RESULTS

Based on detailed analyses, the new plant organization has been developed according to the different needs. The levels of resources are defined, the right people identified. The transformation of old, complex organizations into effective structures has begun. The maintenance processes are optimized and implemented. Preventive and corrective maintenance activities are scheduled and executed efficiently. Performance gets measured by using standard maintenance indicators. The major overhaul is planned and executed based on standard project management tools.

"We do see a lot clearer now. The new organization will enable us to focus better on our core activities; the optimized maintenance processes will make production more reliable. The installed indicators help us to identify areas for improvements."
Alexander Lipp, Technical Manager

ALPHA CEMENT GROUP
SHUROVO, RUSSIA

Holcim is one of the leading cement producers in the world. Holcim together with Alpha Cement Group operates two cement plants in Russia: one in Shurovo, the other in Volsk. The Shurovo plant with approximately 800 employees produces 1,0 million tons of cement per year for the Russian market.

THE CHALLENGE

The market of Alpha Cement in Russia is characterized by very high demand in summer and a difficult climate in winter. Therefore, reliable assets have to ensure a maximum of cement production in the peak times. A prerequisite is that the grown organizational structure must be optimized and maintenance processes adapted to the newly installed equipments. Holcim and Alpha Cement decided that in a first step in Shurovo an external consultant is the appropriate measure to set up systems, processes, and organization.

THE TARGET

Development of an effective plant organization
– Map the old structure including all employees
– Identify main activities and needed skills
– Design in detail the new organizational concept
– Transform the old structure into the new one

Optimization of core maintenance processes
– Benchmark actual processes with group standards
– Implementation of an operational planning and reporting system
– Installation of preventive and predictive maintenance concepts and activities
– Development and implementation of project management tools for the annual plant overhaul

THE APPROACH

A business analysis of operations in Shurovo identified actual processes and structures. A benchmark with group standards clearly showed the potential; a pragmatic implementation plan described the way forward. Planning procedures on a daily, weekly and monthly basis and a corresponding IT-System have been developed and installed. Critical equipment was identified and FMEAs were processed in order to plan, execute, and measure preventive and predictive maintenance activities depending on equipment reliability. Operational and business indicators have been defined and reported into all levels. Processes and tools of project management for the major overhaul during winter were introduced and developed. Once the new structure was in place, all employees were trained to use the new tools and standard procedures. Based on the developed processes an organizational structure was developed to ensure effective decisions and efficient execution.

THE RESULTS

Based on detailed analyses, the new plant organization has been developed according to the different needs. The levels of resources are defined, the right people identified. The transformation of old, complex organizations into effective structures has begun. The maintenance processes are optimised and implemented. Preventive and corrective maintenance activities on site are scheduled and executed efficiently. Performance gets measured by using standard maintenance indicators. The major overhaul is planned and executed based on standard project management tools.

WHY C2 CONSULTING?

Holcim and Alpha Cement identified the need for major changes in the plant. Internally, the required resources and experience to improve operational processes and organizational structure were not available. The need of external support concerning methodologies and change management was obvious. c2 consulting has a profound experience about process industry and a proven track record in successful change management. A firm commitment to achieve the results, with a fixed consulting fee made c2 consulting to the right partner for Alpha Cement and Holcim.

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