

Delivered additional revenue of US\$ 0.36 million per annum by improving Kiln shutdown management

BUSINESS CASE

Organization Trends

- All cement Kilns have planned shutdown to conduct periodic checks and maintenance for performance assurance
- The average shutdown period is between 10 and 20 days
- At a Cement plant during 2014 & 2015 the actual shutdown days exceeded the plan by 6 days on average, for each Kiln
- The variance in the planned shutdown days has led to a loss of production of 35k tons of Clinker

CHALLENGE

What is the challenge

- High variance of actual shutdown period vis-a-vis the planned shutdown schedule
- Increased shutdown period affecting production at the plant
- Delay in dispatch of product to customers due to deviation from production plan

Where is the challenge

- At Cement plant Kilns (4 Kilns)

When was the challenge identified

- During 2014 & 2015

IMPACT

What is the impact

- Loss of revenue due to the loss of clinker production (35K tons of clinker)
- Loss of market share due to lower clinker production than expected

How much is the impact

- Revenue loss of US\$ 0.74 million per annum

TARGET

What is the Target

- Reduce variance between the actual shutdown period and the planned shutdown by 3 days (50% improvement)
- Improve efficiency and effectiveness of inspections and maintenance during shutdown
- Reduce deviation from production plan

OUTCOMES

Increased revenues

- Additional revenue of US\$ 0.36 million per annum

Improved profits

- Additional profit of US\$ 7,000

Operational Outcomes

- Reduction in variance between actual shutdown period and planned shutdown period by 50%
- Improved adherence to production plan

Customer Centricity

- Clinker dispatch to customer as planned

Leaders of Tomorrow

- Belief system within employee towards sustaining the increased production levels and continued business impact

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