

ACC Cement, WADI

Change that sustains

ACC Limited (a member of the Holcim Group of Switzerland) is India's foremost manufacturer of cement and concrete, with a country-wide network of 15 factories, more than 40 ready mix concrete plants, 20 sales units and several area offices. As the largest cement producer in India, it is one of the biggest customers of the domestic coal industry, Indian Railways and a considerable user of India's road transport network.

ACC Wadi had just completed a project with a very well-known consulting company, but found the implementation and sustainability poor. They turned to Renoir as they had carried out a very successful project at their sister plant at Madukkarai. Wadi is one of ACC's largest & oldest plants and faced an uncertain future.

"The most visible change I can see in my people is that they all talk the same language i.e. numbers. Change has even gone to the bottom most layers. Though change is a long term process, we have built our foundation. Our prime focus is to sustain the implemented systems to get the full benefits."

Plant Director

"Improvement on site is visible. Responsiveness of people has improved and people are following the system after witnessing the benefits."

Head of Operations.

Key Results

Overall improvement of 10% of OEE in Cement Mills

Overall improvement of 4% of OEE in Kilns

More than 50% improvement in Maintenance Organization Maturity level

PROJECT

PROJECT APPROACH: Renoir carried out a 40 week programme, "Project PXM" (People eXcellence in Manufacturing), to develop and implement: systems and processes for production, maintenance, procurement, mines, power plant and training areas. The following framework was used for the programme:

INITIATING CHANGE: Renoir conducted an initial 10 week Focus Process™ to engage the entire organization in initiating change and to foster understanding and ownership of the existing problems. This ensured successful solution development and implementation. Various exercises including brain storming sessions, observation studies and data studies were conducted to unearth the potential. A value stream mapping exercise was also done to pinpoint the bottleneck operations which helped the organization agree and prioritize the pain points, transforming them into a pro-active mode.

IMPLEMENT CHANGE: Various workshops and brain storming sessions helped the improvement teams design and develop simple solutions which made the operations planning, control & action orientation robust. Company employees were engaged at every stage, and support from management ensured that any resistance to change was negligible. After the solutions were tested in the real environment, extensive training was provided for the roll out. This helped the users readily accept the new practices.

SUSTAIN CHANGE: One of the major concerns of the Plant management was to ensure sustainability of the newly implemented work practices, as in the previous engagement, sustainability was an issue. This issue was overcome with the strong review and audit framework developed by Renoir. When people began using the new systems and work practices, they could see the sea change in their approach to operations management. This ensured a high level of motivation among employees to continue with the new way of working, and management became more confident that what Renoir brought to the organization, would last.

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“Structured meetings and the approach to implementation were key for success. Visible change in System implementation and people even come on time for meetings.”

Chief Manager Production

“The availability of major equipment has significantly improved with the focussed approach in maintenance. We are now confident that we control the equipment.”

Chief Manager Maintenance

OUTCOMES

As the Wadi plant had already undergone an earlier change programme that failed to sustain itself, executives were pretty sceptical about the success of another transformational journey.

Through Renoir’s Focus Process™ approach, a solid ownership was created within the functional heads and the workforce regarding the gaps in various systems and processes within the plant and the solutions required to fix and sustain them. This was the main objective of the project and the numbers speak for themselves:

The plant team has achieved an excellent result over the previous year.

- Overall improvement of 10% of OEE in Cement Mills
- Overall improvement of 4% of OEE in Kilns
- More than 50% improvement in Maintenance Organization Maturity level

Also, the engagement helped the plant steer itself smoothly towards the organizational vision of “delivering promises by challenging conventions”.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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