



BASF Performance Materials

One Team, One Goal - Delivering Operational Excellence

BASF is the world's leading chemical company. BASF's Performance Materials' Pasir Gudang Johor Bahru plant opened in 1999 as an engineering plastics compounding plant. It produces Ultramid® Polyamide and Ultradur® for applications in the automotive, electric and electronic industries and has a production capacity of 45,000 metric tonnes per annum.

"Renoir has played an integral role and through their unique approach, simple to understand and implementable solutions have enabled us to achieve a 15% improvement in a short time frame. This improvement has been achieved through Renoir's ability to drive behavioural change, which is clearly evident within the organisation."

Andy Postlethwaite

Senior Vice President,
BASF Performance Materials
Asia Pacific

Key Results

Reduction of delays in project execution by over 10%

Reduction in steel inventory of 66%

Reduction in management staff head-count at the construction site by 25%

ANALYSIS

In light of changing demands being placed upon BASF in terms of production output, quality and costs, Renoir was engaged to provide an analysis to review BASF's current production, maintenance, quality processes and systems. In addition, the Analysis also assessed the culture and behaviours.

The Analysis demonstrated that considerable measurable benefits were achievable through the above organisational elements and an 11-month implementation Project was mapped out and agreed to achieve sustainable performance improvements. The key objective of the "Sate-Menang" (Winning Sustained Availability Through Excellence) Project was to achieve behavioural change across all levels within the organisation to ensure more efficient management and control of the business in Production, Maintenance and Quality and to increase Operational Efficiency.

PROJECT APPROACH

The Project was focused on improving:

- Alignment of the organisation - RACI, KPI's, clear Roles & Responsibilities and setting Objectives.
- Integrated planning - Planning Better, Driving Productivity.
- Performance management- Structured Reviews of KPI's & Effective meetings.

OPERATIONAL IMPROVEMENT DELIVERY

Proactively managing the processes to ensure maximum production stability and increased availability was a critical aspect of success. Working at all levels of the organisation, the Team set about to agree the key operating parameters, defining revised targets and establishing clear roles, responsibilities and process changes to ensure that targets were achieved.

Renoir's Focus Process® initiated the Project and following two key stages of Design and Development, the Strategic Integration Meeting (SIM) was held at week 16. This key milestone defined the high level of commitment and buy-in from the full time BASF Taskforce and Management Action Teams (MAT), signalling the start of the required changes to business processes and management control systems.

World Leaders in Sustainable Change

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“When we started the project, it was a bit like starting to exercise for a Marathon... especially for those who have not exercised in such a manner. Our muscles will surely ache and we discover that we had muscles in places that we didn't know existed! And that is the process of discovery, of learning and of taking action to improve. 'One Team, One Goal' has now become our mantra to drive Business Results improvement continuously.”

Peter Gover

Operations Director,
BASF Performance Materials
Asia Pacific

During these first few weeks of the Project, the roadmap was refined by the Task Force, MAT members - consisting of BASF managers responsible for work streams within scope, and the Renoir consultants. This laid the foundation for disciplined project management, which included agreed baseline evaluations, against which, progress was forecasted and measured.

To realise the benefits, changes were made in the following areas:

PRODUCTION

- Master Production Scheduling – ‘Knowing you are on track’ for the time horizons by Day, Shift and Hour.
- Production Losses Reporting – Capturing accurate information and utilisation of better decision making tools.
- Shop Floor Control System – Implementing Short Interval Control mechanisms relating to process KPIs.
- Active Supervision – Instilling a ‘Management By Walkabout’ culture.
- Product Changeover Control – Implementing ‘pitstop’ planning and execution control systems to reduce delays and wasted effort, thereby reducing product changeover times.
- “My Machine” / 5S Effectiveness – Engendering ownership of key production equipment, improving supervision and improving auditing of procedures.

MAINTENANCE

- Reliability Centred Maintenance/Risk Based Maintenance – Embedding FMEA techniques and verifying preventative / condition based maintenance requirements.
- Maintenance Planning – Strengthening job scoping (parts, equipment, labour) and scheduling and resourcing.
- Maintenance Productivity – Developing ‘pitstop’ planning and execution and ‘Management By Walkabout’ to reduce delays and wasted effort, thereby improving maintenance responsiveness and equipment reliability/availability.

QUALITY

- Quality System Effectiveness – Improving supervision and auditing of procedures.
- Process Control Standards – Developing a set of Control Charts for use by.
- Quality & Production to drive improved process capability.
- Structured Root Cause Analysis (RCA) – Implementing adoption of the DMAIC Methodology.

RESULTS

As well as the key results listed above, one of the main requirements was to increase the visibility of performance to enable the Management Team to make essential operational decisions. This was critical for engagement at all levels.

The Task Force devised a new Management Control System that broke down barriers and aligned people at all levels with common goals and with clear roles and responsibilities. By getting teams to contribute by working alongside each other, collaboration and trust has spread across the organisation - people are excited about what they can achieve.

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THE RENOIR GROUP

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