ACC Limited, part of the Swiss, Holcim Group, is India’s foremost manufacturer of cement and concrete with a countrywide 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 also one of the biggest customers of the domestic coal industry, Indian railways and a considerable user of India’s road transport network.

PROJECT
MANDATE 1: Facing an uncertain economic environment, ACC management decided to engage Renoir, to assist them in improving their manufacturing operations (production, maintenance, procurement) in one of their oldest plants, at Madukkarai. They believed Renoir could deliver substantial change in their Strategic Implementation with changes in Structures, Systems, Processes and people behaviour, via an organization-wide improvement programme, that would improve their bottom line performance.

PROJECT APPROACH: Renoir proposed a 40 week programme, “Project Parivartan”, to develop and implement: systems and processes for production, maintenance and procurement areas. The following framework was used for the programme:

INITIATING CHANGE: Renoir carried out a 10 week Focus Process™ to engage the entire organization in initiating change. The purpose of this exercise was solely to make the organization understand and own the existing problems to facilitate solution development and implementation. During this phase, various exercises, brain storming sessions, observation studies and data studies were conducted to unearth the potential. A value stream mapping exercise was done to pinpoint the bottleneck operations. This exercise helped the organization to agree and prioritize the pain points and helped transform the organization to a pro-active mode.

IMPLEMENT CHANGE: Various workshops and brain storming sessions helped the concerned teams design and develop simple solutions which made the operations planning and control & action orientation, more robust. As all concerned members of the organization were engaged at every stage, the resistance to change was absolutely negligible. And with the help of a proactive management team, the small resistances were easily overcome. 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: A major concern of Plant management was to ensure sustainability of the newly implemented work practices. This issue was overcome with the robust review and audit framework Renoir provided. Within a very short span of 3 months, the compliance, understanding and usage of the new work practices improved by more than 240%. As people began using the new systems and work practices, a major shift in their approach to operations manage-

KEY RESULTS
10% Reduction in costs
240% improvement in compliance to new work practices

“I see a good change in my people. Change has even gone to the bottom most layers. Change is a long term process, but we have built our foundation. We never felt the need of outside consultants; but today we are happy to have gone through this change process with the Renoir consultants.”

Plant Director

“The discipline brought in through these systems are highly essential for us. These systems are very simple to use and extremely useful.”

Head of Operations

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.
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 300 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.

Considered to be the most effective consulting company in creating sustainable change, Renoir’s low risk approach ensures that your investment delivers real and very significant results- financially and operationally - in rapid timeframes. These implemented solutions and measurable results will have a lasting impact on the competitiveness and performance of your business, with the safety of a fixed price.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail: renoir.office@renoirgroup.com.

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.