



Global player in M&M industry Creating a team of champions

Case Study Metals and Mining

A comprehensive LEAN Programme to create a culture of continuous improvement

Company Name: n/a

Location: Nordic

Sector: Metals & Mining

Function: Production, Maintenance, Purchasing, HR

Business Challenges:

High cost base, unstable production and the lack of a factual performance-based culture

Consulting Services:

Performance Improvement, Change Management

Capabilities: Process

Excellence, Asset Management, Organisational Effectiveness, Integrated Supply Chain, (Lean programme)

Client Quote:

“Co-operation with Celerant was at a good level. Without Celerant we wouldn’t have realised all the important improvement areas and how to tackle them. Without this partnership we wouldn’t have reached our targets.”
Production Director

Situation

This client is one of the world’s largest producers of metals, employing thousands of people in its mining and smelting operations. It wanted to implement a plant wide Business Excellence Programme that would increase productivity, reduce costs and create a culture of Continuous Improvement, flexibility and fact based decision making.

Approach & Delivery

The client selected one of its plants in the Nordic region as the pilot and chose Celerant to help it deploy an operational lean Programme with the strongest focus on Production, Maintenance and HR.

Celerant divided the project into 3 large workstreams: PEX, OE and a site wide MCRS® that focused on KPIs and short interval controls, from shift level up to management, and laid the foundations for transparency and fact based decision making.

Collaborating with the workforce and implementing methods such as “root cause analysis”, “5S” and “Operator Maintenance”, Celerant’s experts improved processes by standardising methods and tools, with the result that production operations became more stable, safer and decisions became more fact based.

Rigorous Celerant Closework® approach created a team of internal MCRS® Champions

to support the drive towards continuous improvement and real behavioural change occurred when every manager and specialist was trained in Leadership Development.

Results

€6m annualised improvements have been achieved through increased performance in production and supporting functions, better inventory management and reduced energy consumption and contractor costs.

A new lean framework, containing features from performance management, organisational effectiveness and process excellence, has been created and accepted as the foundation for the corporate programme.

A site wide MCRS®, from shift level up to management, has been implemented across Production, Maintenance and HR and a team of MCRS® Champions has been created to drive the culture of continuous improvement.

Client Satisfaction

“The programme was very intensive and our organisation was pushed to its limits, but after all the hard work we can say that this was needed in order to kick-start our journey towards Continuous Improvement.” Client’s top management