

CHEMICALS

Specialty Chemicals Company Achieved Over 15% in Sustainable Production Volume Increase

CHALLENGE

To reduce emergency downtime and increase the predictability of the daily production volume

A large North American Chemical Company struggled to deliver consistent and predictable production volumes from one of their largest assets due to unexpected downtime, overruns in planned shutdown times, and an inability to reach optimal run-rates.

OUR FINDINGS

Identified 4 items for improvement

By completely analyzing all maintenance and reliability activities at the plant, four items were found for improvement:

- PM effectiveness
- Bad actors and critical equipment
- Maintenance and reliability systems, processes and behaviors
- Cost and production loss drivers

REFERENCE
07-CP

SECTOR
Specialty Chemicals

WORKSTREAM
Maintenance & Reliability

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IMPLEMENTATION

We focused on areas of impact to increase reliability & efficiency

Our program focused on:

- Effective planning and scheduling
- Efficiency of work execution
- Revision of PM / PdM program
- Integrated operations, maintenance, and reliability to create common goals and expectations
- Coached front line leaders to perform Root Cause Analysis (RCA) and effectively supervise the technicians and operators

Reliability Centered Maintenance

- Revised and updated over 500 PMs to address the critical equipment reliability and prevent bad actors from failing
- Installed reliability improvement process and management system to drive continued elimination of bad actors
- Trained planners and schedulers to create accurate plans and schedules to drive technician efficiency
- Created improved predictive and condition-based monitoring routes for operators and technicians, enabling them to identify production risks
- Reviewed shutdowns and planned outages cross-functionally to ensure the right work was scheduled, downtime was minimized, and resources/parts were available.

Organizational Effectiveness

- Trained front line leaders in effective supervision techniques and RCA.
- Coached front line workers in the work environment to practice the behaviors

RESULTS

Achieved 15+% in sustainable production volume increase

Reduction in
emergency
maintenance losses

75+%

Reduction in
normal-scheduled
outages
(50+ to <36 hours)

28+%



“*The changes we have made have really created a predictable plant and team that is focused on improving instead of putting out today’s fire.*”

VP Operations