



## A global manufacturer in the steel industry New behaviours bring new success

## Case Study Manufacturing

# Increasing productivity and quality to sustain growth in a competitive market

**Company Name:** n/a

**Location:** Global

**Sector:** Manufacturing

**Function:** Production

**Business Challenges:** Focus on consolidation and operational optimisation after rapid, acquisition led growth

**Consulting Services:** Performance Improvement, Change Management

**Capabilities:** Asset Management, Organisational Effectiveness, Integrated Supply Chain (Maintenance & Asset Performance Management, MCRS®)

**Client Quote:**  
“Celerant was pivotal to ensuring improvement within several aspects of the company’s operations”

### Situation

With production units in 6 countries on 3 continents, this client is a global leader in industrial cast and forged parts for the steel industry. The company had grown rapidly by acquisition, but senior management recognised that, in an increasingly competitive global market, continued success depended on improving several areas of operation, most notably margins, cycle times and product quality assurance. Celerant Consulting was commissioned to help drive these improvements through effective planning, implementation and training and coaching.

### Approach & Delivery

Celerant Consulting set up small teams at the 4 sites involved in the project. The first step was to ensure that people at every level in every location understood the actual operating performance the company was achieving. So Celerant worked closely with the client to establish initial baseline performance against industry-wide measures, such as overall equipment efficiency, and then initiated sustainable improvements by working with the shop floor staff, using Closework® approach to help them in production and maintenance efficiency.

In parallel, other Celerant teams consultants worked across every site to ensure consistency in the new approaches that were being applied to the supply chain, human resource management and overall equipment efficiency and maintenance.

### Results

Close tracking of the project’s progress and milestone deliverables, within and across the 4 sites, has ensured that everyone in this multi country business now shares a common vision and cooperates to achieve overall goals.

Productivity has increased significantly across all 4 client sites and the volume of non-compliant products has almost halved.

Shipping volumes have been reduced by 30% in 5 months, off-specification products have been reduced by 45%, productivity increased by 20% and daily production efficiency to 94%.

### Client Satisfaction

“Project targets were fully achieved. In addition, the new tools and behaviours introduced to the operation provide the foundation for continuing post-project improvement.” Client’s top management.