



# Proudfoot

## TURNAROUNDS PROOFPOINT

What if you could...

optimize TARs to increase productivity by 10%, boost on-time delivery by 15%, and stay on budget?

With Proudfoot, you can.

"Proudfoot is world-class. They have helped us overcome a great challenge and provided us with tremendous input for future Turnarounds."

-MILL DIRECTOR

At a leading European steel producer, Senior Management was preparing for a major Turnaround at a Hot Rolling Mill that supplied a large portion of the European automotive sector.

The initiative consisted of three very large investment projects, several significant upgrades, and a number of maintenance repair jobs along the entire line from ovens to coil production to warehousing. With a budget of €18 million, leadership scheduled the shutdown for 11 days.

The hot rolling mill is an essential revenue generator for the group, and is constantly sold to capacity, so — given the complexity of the turnaround and the significance of the project for future production — the leadership team was quite concerned with finishing on time, to cost, to specs, and with all upgrades and repairs properly handled so that they could achieve a 97% Overall Equipment Effectiveness rating.

### Transformational Approach

Following an initial document review, Proudfoot conducted a Turnaround Readiness Assessment aimed at identifying risks and shortcomings. Categorized by Preparation

Requirements, Risk Management, Work Packages, Operations Activities, Scheduling, Execution Management, Logistics & Infrastructure, the assessment identified a list of gaps and weaknesses that put operational efficiency at risk.

- .. Based on the assessment, Proudfoot documented and then implemented a series of gap-closing actions to minimize those risks.
- .. Next, TAR shop-floor management boards were created for production and maintenance, aggregating the 15 projects into four Area Boards and Turnaround Overview Board.
- .. Throughout the shutdown, Proudfoot supported and coached the Turnaround Managers, checking on safety and progress, looking specifically into each day's most critical tasks, while keeping an eye on timely coordination and productivity measures.
- .. Having implemented time-saving TAR Board Review Meetings for each shift, project leaders and managers were enabled and empowered to spend as much time on the floor as possible, now able to put their focus on the front lines.

### Remarkable Results

As requested, Proudfoot helped deliver an **on-time** and **on-budget** Turnaround that met all standards of excellence and achieved all goals. Budget and deadline were met despite the complexity of the investment projects, a major series of upgrades introduced along the entire line, and the multitude of replacement and repair jobs.

**10%** Increase in labor productivity

**15%** Increase in on-time delivery