



## LANXESS

### Rubber stamping the future

## Case Study

### Chemicals

# A comprehensive Change Programme to ramp up operational efficiency

**Company Name:** LANXESS International SA - BU Butyl Rubber

**Location:** Belgium, Canada

**Function:** All

**Sector:** Chemicals

**Business Challenges:**

Increase operational and overall efficiency to stay ahead of the competition.

**Consulting Services:**

Performance Improvement, Change Management

**Capabilities:** Asset

Management, Organisational Effectiveness, Process Excellence

**Client Quote:**

*"We now have well defined roles and responsibilities and there's no overlap between them. I saw people take much more responsibility than before and the fact that they were able to take over these tasks has to do with the project."* Frank Vandecruys, Manager Operations, LANXESS International SA

## Situation

LANXESS is a leader in speciality chemicals and operates in all major global markets. Its plants in Belgium and Canada produce high quality rubbers for the tyre and rubber industries. Output at both plants had been constant for several years, but a new assessment revealed that competitor plants were achieving lower manufacturing costs. LANXESS management decided that a comprehensive Change Management programme was needed to regain the upper hand. It would be deployed across the entire organisation and every employee would have to play their part in the transformation.

## Approach & Delivery

LANXESS' main cost reduction initiatives focussed on raw materials and energy. It had already begun a project with a Combined Heat & Power plant, working with terrestrial heat to gain benefits from cost and personnel reduction, but it felt that only a more coherent, unified approach would really ramp up competitiveness. So Celerant Consulting was brought in to help drive the programme forward.

The project's goal was to make the plants lean, agile and fit for the future to surpass their global rivals.

An analysis phase looked at all operations and identified a number of impactable areas that would produce quick results. These included

Operational Performance (increasing output without additional investments), Engineering & Maintenance, Turn Around Planning and Execution and increased transparency in performance management.

With agreement on the findings and an implementation plan to deliver the "fit for the future" ambition, the project was launched.

## Results

Financial benefits 50% higher than target have been achieved and amount to double digit million Euro.

Productivity has increased through clear roles and responsibilities and better strategic planning means that now fewer projects contribute more to the company's goals.

By the end of this year, more than €50m sustainable savings have been achieved.

## Client Satisfaction

*"Both sites can now easily compete with our competitors. The good thing about Celerant was that they delivered on their commitment. And I also made some good friends and I believe the same is true for some of the Celerant people."* Dr. Ron Commander, Managing Director, LANXESS International SA