

Rheinkalk Lhoist Group

Better performance through new behavior

Case Study
Metals & Mining

Solidifying a common mission and vision

Company Name: Rheinkalk Lhoist Group

Location: Germany

Sector: Metals & Mining

Business Challenges: To keep up with the ever increasing demands of the market and evolve to Operational Excellence

Consulting Services: Process Excellence, Organizational Effectiveness

Client Quote: *“Thanks to good cooperation with employee representatives organizational changes could be introduced without problems. Here, too, the advisors have done a good job.”*

Ingo Stozheise
Director of Technology,
Flandersbach

Situation

Rheinkalk in Flandersbach, a branch of the Lhoist Group, has always been among the most renowned producers. This position of strength in Flandersbach was exploited for various programs for process optimization. In doing so, the company will be able to keep up with the increasing demands of the market as well as achieve congruence with the aims of the Lhoist group.

The Belgian Lhoist Group is the largest manufacturer of limestone products with more than 80 factories around the world. The Rheinkalk business unit in Flandersbach, Germany is producing quicklime and hydrated lime for a great variety of industries e.g. iron and steel, chemical, building and water processing. The main activities in Flandersbach are quarrying and processing of limestone, calcination and purification of the quicklime and shipping of the products. These core activities are mainly supported by maintenance to ensure maximum availability and reliability of the plants.

Great expertise although the permanent challenge remains to keep up with the ever increasing demands of the market and meet the aims of the Lhoist group as well. To act as pacemakers the company therefore introduced various projects:

- A program to optimize the Rotary Tube Furnaces and maintenance expenses
- Programs to optimize processing, systems and structures.

To achieve these goals management decided to employ the advisory services of Celerant Consulting.

Approach & Delivery

The project's implementation was scheduled over 32 weeks of intensive activity. Step change performance across all the Division's functions was the goal.

The implementation teams placed particular emphasis on the interrelationships between functions. This enhanced overall effectiveness to unprecedented levels. Individuals, teams and groups were able to play to the company's functional and cross-functional strengths, while using disciplined methods to identify and pursue opportunities.

Results

The revised approaches to both customer management and product development clearly had implications for the firm's marketing and sales operations.

- The strategic foundation was laid to deliver more cost effective sales and marketing organisations
- Benefit of close to \$1.5M in just 20 weeks, against a target of \$1M
- Gross expense reduction or avoidance of about \$450,000
- In just 24 weeks, the new stage-gated product development process added \$24.5M (\$4.5M risk adjusted)