HUNTSMAN ROZENBURG CASE STUDY

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—Roland la Rivière, Maintenance Area Team Leader

HUNTSMAN
Enriching lives through innovation

As a leading global producer of petrochemicals, Huntsman companies produce products for a variety of end-use applications. With 11,300 employees, Huntsman companies operate in 22 countries, generating annual revenues of approximately $15 billion.

With nearly 400 employees and a similar number of contractors, Huntsman's Rozenburg facility in the Netherlands is comprised of six plants producing roughly 10% of the world's MDI production and 70,000 tons of Polyols, the two ingredients for creating Polyurethanes.

The Maintenance & Construction Group of the Rozenburg plants consists of sixty-one maintenance group employees and five main contractors servicing the facility's piping, cleaning, scaffolding and insulation, electrical and instrumentation, and craning. Sixty percent of the maintenance work at Rozenburg is shutdown related, while the remaining 40% focuses on ongoing routine maintenance. On average, contractor hours for routine maintenance and construction amount to approximately 3,000 per week, resulting in an overall total spend of 350,000 hours per anum.

CHALLENGE

At the beginning of 2003, Huntsman engaged an outside consulting firm to perform an analysis of the Rozenburg facility. The analysis identified two areas for improvement related to the maintenance operations including worker productivity and overhead cost reduction.

Since the planning of shutdown and routine maintenance work were not coordinated across the six Rozenburg plants, maintenance resources were allocated according to peak demands. This resulted in significant inefficiencies during low demand periods. At the same time, maintenance workers often found themselves waiting long hours for work assignments and permits due to a lack of communication between plants and departments.

Without a centralized system, planning and scheduling were completed by each plant individually, resulting in an unusually high overhead. Furthermore, much of the planning was done repeatedly because of the lack of historical data.

Industry:

Chemical

Goal:

Improve maintenance workforce productivity by at least 10% and reduce overall planning and coordination personnel by 15%.

Challenge:

Synchronize routine maintenance, construction and shutdown work in six different plants in Rozenburg for both internal and contractor resources.

Solution:

Impress for EPM

Results:

- Elevated maintenance workforce productivity and morale
- Improved communication and coordination among teams
- Captured plan and actual information that can be reused to reduce the planning effort for future activities

Impress™

SOLUTION

To streamline the planning and execution of maintenance work, Huntsman Rozenburg decided to consolidate these processes under one fully-automated and integrated system through the implementation of Impress for EPM, an SAP-certified packaged integration application. "Within a very short implementation timeframe, Impress delivered a solid integration solution, which plays a vital role in our new daily maintenance processes," says Roland la Rivière, Maintenance Area Team Leader for Huntsman

The Impress solution, integrating SAP with Primavera, enables centralized planning of routine maintenance, construction, and shutdown work across all six Rozenburg plants. Using an integrated system, members of a newly formed Planning and Contracting team receive work orders entered by the Maintenance Area Teams into SAP, distribute tasks to the different disciplines, and allocate the appropriate resources.

The information is then automatically transferred into Primavera, where resources are leveled by integrating routine maintenance, shutdown and construction work. Completed work data is then updated in SAP, where it can be accessed for reporting and future planning of similar jobs.

RESULTS

The integration improved the planning and coordination capabilities of both internal and contractor personnel. "Having a centralized maintenance planning tool with a robust interface to SAP PM to schedule our internal personnel as well as contractors is a key element in achieving the anticipated savings in maintenance operations", says la Rivière.

According to Peter Spiegelenberg, manager of the Rozenburg Planning and Contracting Team, "having a fully-automated integration maximizes resource leveling and productivity. At the same time, we were able to reduce our overall planning and coordination personnel from 65 to less than 56 employees."

Adds Spiegelenberg: "It is extremely beneficial that our personnel from different areas can communicate with one another based upon the same information, yet each of them uses their own preferred planning layout. With better communication between all parties, we have seen significant improvement in employee productivity and morale."

Spiegelenberg further explains that even greater improvements are expected moving forward: "We have a large number of repetitive jobs and activities; the ability to pull up data from previous occasions and activities will greatly reduce the costs of these jobs over time."

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