

Case Study.

Kümaş.

Turkey.

Mining, construction, manufacturing.

Operational efficiencies to achieve growth

Context

In January 2012 one of Turkey's largest holding companies, Yıldız Holding, decided to acquire Kümaş Manyezit Sanayi A.Ş. – Turkey's leading producer and supplier of refractory products for steel, cement, glass, lime, non-ferrous and other industries. Furthermore, Kümaş is the largest producer of DBM, fused magnesite, refractory bricks and mortars in Turkey, operating with around 1000 employees and a few hundred contractors.

Challenge

The day-to-day operations at Kümaş were dominated by a reactive "fire-fighting". In this way, accidents and incidents threatened the company's operations. Furthermore, the plant utilization and performance was below the holding company's expectations. Yıldız Holding chose dss+ to evaluate Energy Efficiency, Safety, Operations & Quality, Supply Chain, Maintenance & Reliability and Capital Effectiveness.

Solutions

During the first six-months, dss+ uncovered financial opportunities with a recurring value of USD 57 million. The capitalisation of this amount required changes at Kümaş. Before tackling improvement opportunities, it was important to establish a culture of safety and Operational Discipline by:

- Conducting interviews and focus groups
- Generating Profile of the workforce's critical values and attitudes to safety and operational excellence
- Conducting mirror workshops for senior management
- Generating a blueprint of business needs



Assignment

First, evaluation of their energy efficiency. Scope expanded to operations and quality, maintenance and reliability, supply chain, capital effectiveness and safety.



Offering

Value Accelerator Workshop, Energy Management, Predictive and Preventive Maintenance, Definition of KPIs, Risk Perception Improvement.



Impact

- 60% Reduction of safety accidents in the workplace
- \$1.8M energy savings in 2015
- \$1.5M saved in continuous improvement projects in the first 9 months of 2015
- \$6.5M further savings identified in continuous improvement projects

"With a safety and efficiency-focussed structure of continuous improvement project teams consisting of people from different disciplines, our entire work performance culture has changed."

Mehmet Şevket Erol, General Manager

dss+

Protect. Transform. Sustain.

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