

Sayreville Rolling Mill team on “eagle vision”

How to start a continuous improvement process at Gerdau Ameristeel Sayreville

In 2005, BSE was awarded a contract for the implementation of know-how in the bar mill in Sayreville, NJ (United States). Within a 3-year period BSE delivered procedures for methodology and imparted BSW’s proven techniques to improve all main KPI’s of the Sayreville rolling mill operation. In December 2008, Gerdau Ameristeel decided to invest in a new roughing mill, although cost savings due to financial crisis have priority.

GOALS

Equipment and process improvement for better availability:

- ⊙ improvement of sensors and HMD under extreme conditions of scale and dust
- ⊙ keeping cobble removal times short
- ⊙ creating and maintaining a clean environment
- ⊙ improvement of the guide system at stands
- ⊙ installing stepwise an efficient water treatment system
- ⊙ making spare parts available close to the rolling line
- ⊙ improvement of auxiliary equipment with own human resources
- ⊙ implementation of routine checks at sensible equipment (fluid media oil, air, water)
- ⊙ optimizing water cooling on rolls to increase life time



The **roll-out** phase started with **seminars** for managers and then for operators at BSW rolling mills. Most important for all participants was the “show how” effect of human factors, teamwork, operational ability and all maintenance procedures along a structured rolling program. This point has proven once again to be BSE’s unique feature – to be a consultancy service company and to have a show case, in where the customers can see in reality the before learned “theory”.

THE PROJECT

An **on-site investigation** at Sayreville was made in October 2005:

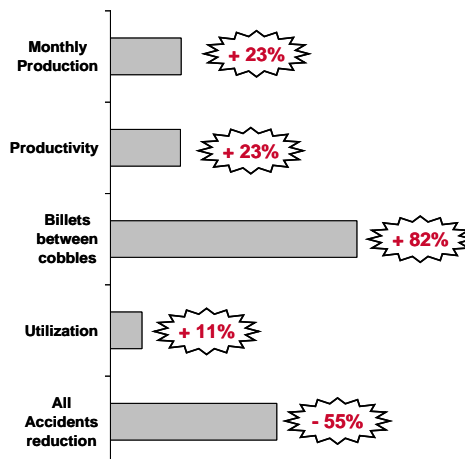
The results of the investigation had the character of a development concept, going out from

- ⊙ evaluation of the status quo
- ⊙ operational improvements (with low investments)
- ⊙ investments with pay back estimate
- ⊙ road map on all human resources related fields

An **action plan** defined all detailed measures for the above mentioned fields. This helped the Sayreville team to accelerate the improvement process.

RESULTS / BENEFITS

The development of key figures after three years shows first success of continuous improvements:



FEEDBACK

As a feedback after one year of consulting the Sayreville team honored the BSE team with an eagle as symbol for the Sayreville vision:



EXCELLENCE is the result of

- ⇒ **Caring** more than others think is wise;
- ⇒ **Risking** more than others think is safe.
- ⇒ **Dreaming** more than others think is practical
- ⇒ **Expecting** more than others think is possible.

Contact:

e-mail patrick.hansert@bse-kehl.de

Phone ++1-704 553 1582



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Badische Stahl-Engineering GmbH
Robert-Koch-Straße 13
D-77694 Kehl/Germany
Phone (+49) 78 51/877-0
Fax (+49) 78 51/877-133
eMail info@bse-kehl.de
www.bse-kehl.de



BSE America
1811 Sardis Road North, Suite 210
Charlotte, NC 28270
Phone (704) 553-1582
www.bse-america.com



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