

## To change a mediocre mini-mill to a highly effective operational unit

Continuation of know-how agreement with bar mill after successful cooperation for meltshop

In 2005, BSE has been awarded with a contract of implementation of Know-How Agreement dedicated to the meltshop. In line with the experience and positive impulse BSE delivered as well as based on confidence developed in the past close partnership, the customer went into a further cooperation: Rolling Mill Consultancy started in January 2008.

The customer aimed with this second cooperation to speed up commissioning (of the modified mill) and targeted to get a mind change of the personnel, that's why Badische was chosen to get into a cooperation for Consultancy. A close co-operation with the Badische team in every single step was crucial for the success of the project.

### FIRST IMPRESSIONS

- ⊙ Teams coming back with thousands of impressions, hundreds of ideas for improvements
- ⊙ Some minor projects have been realised directly after returning of the teams, up to May roundabout 50 smaller improvements are realised, more than 200 ideas are still in the pipeline
- ⊙ Intensive coaching and training by BSE at the premises of the customer
- ⊙ New ideas are created and implemented by operators, fitters, electricians and management

### FIRST, IMMEDIATE RESULTS

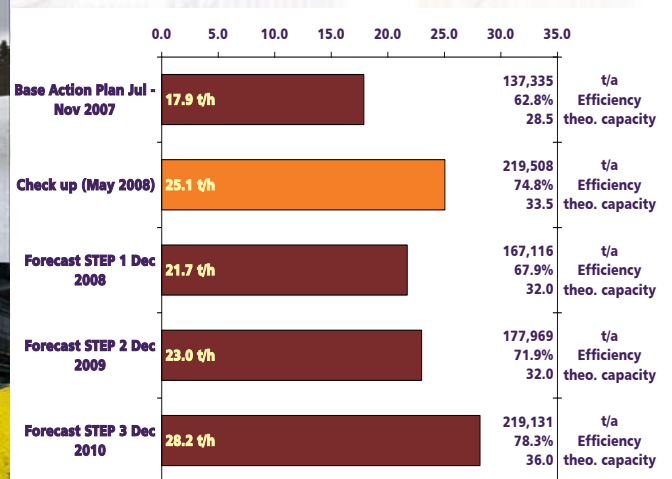
- ⊙ In March and April almost all previous records are broken, e.g. over 1.000 tons in one day and more than 18.000 tons in a month
- ⊙ Attitude of employees has changed:

„The people would **rather think in advance** about what to do and to measure accurately, **than to remove scrap from the mill afterwards**”

Participant on the question, why 10 mm is running so well



Operation & Maintenance Seminars with BSE provide theoretical knowledge, hands-on training – and maybe most important: **building of team spirit.**



**“A process of change (...) focuses on the change in the people rather than the change in equipment.**

This process of change and the close co-operation with BSE in the facilitation and execution of this change (...), lead to the success of the cooperation!”

presented by the customer's Operations Manager – during the Mini-Mill Symposium of BSE held on 16<sup>th</sup> of June 2008

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