

# Accelerated Plant Shutdown

## PICTURES BEFORE

Plant Facility



Project Plan with Opportunities

**Little detail in Planning**  
Tasks too generic

**Multitasking**  
The completion date of each task is delayed because of task switching

**Lack of supervision**  
Absence of area supervisors with clear roles and responsibilities

**Critical path not visible**  
Absence of information about dependencies and interferences

**Safety in Planning**  
All the task durations includes safety and wastes of time

**Corrective mindset**  
Potential to increase the number of preventive maintenances

## PICTURES AFTER

Mission Control Meeting



Strategic Priorities

Visual Management



One-Point Lessons (OPLs)



## Problem

- Summer shutdown maintenance with many inefficiencies and a lack of standards
- High manpower costs (80 external resources)
- Long duration (3 weeks)

## Root causes

- Spares/tools not ordered in advance
- Critical Plan not visible
- Tasks planned with a lot of safety (buffer)
- Little time invested in task and resource planning

## Solution Approach

- Pull Planning with Time and Cost Buffers
- Visual Management Boards for work and KPI monitoring
- Spare parts stored near machines, and tool/consumable kits prepared
- Daily cost control

## Benefits

