

CASE STUDY

Successful TAR Project Management in the German Food Industry



Aim	Implement an optimal turnaround culture
Status	Project completed
Client	Leading European Producer of saccharification products
T.A. Cook	Selected due to extensive experience and expertise in TAR project management

Background

A leading European market producer of raw corn starch and saccharification products for food, feed and paper in the chemical, pharmaceutical and technical industries was planning a turnaround (TAR). The previous TAR at the 600-employee site was behind schedule and exceeded the allotted budget by 100%. The manufacturer approached T.A. Cook Engineers to commission a new shutdown culture in five months.

Approach

A variety of new procedures helped ensure the planning, scheduling and execution of the TAR would be a success. To help make the team receptive to the new TAR approaches, team building exercises took place before and during the project. An organizational chart defining clear responsibilities and reporting lines was created and controlled through a traffic light system. The computer system was updated, allowing the timetable to be better structured, recorded and adapted to the upcoming TAR procurement strategy.

To stick to the strict six-week deadline for scope definition and assignment, a cold-eyes review discussion took place between the production and project departments. After this alignment, the scope was struc-

turally established and frozen, minimizing scope growth. Third-party contractor participation was evaluated more critically for optimal utilization.

A safety manual was prepared and communicated to all stakeholders followed by online TAR training courses. Additional safety personnel were commissioned to work at the execution phase of the plan to ensure maximum safety.

Achievement

During the shutdown phase of the project, a daily meeting was held to discuss the safety performance expectations and the current schedule status. Through these recurring sessions, daily challenges, such as unforeseen work on a mobile strike force, were handled appropriately. Thanks to well-documented and executed commissioning checks, quality was ensured. The culture of "only doing what is necessary" was eliminated, the TAR was carried out with a record delivery and the start-up took place without incident.

Benefits

- Scope reduction by 40%
- Total cost kept within budget
- Punctual project delivery
- Quality system reliability from the start
- Structured TAR process

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