



CASE STUDY

LAFARGEHOLCIM



## LAFARGEHOLCIM

### **Holcim started its Root Cause Analysis Program in 2002 by training people in our Analyst Level 1 root cause analysis (RCA) course.**

After seeing success with this initial team of investigators, Holcim expanded its training reach to eventually train over 150 people in the Safety, Environmental, Quality, Production, and Maintenance divisions across 8 plants in North America.

As the program expanded, they defined threshold criteria that helped to determine when an RCA should be initiated. This left the Holcim team wellsuited to investigate problems and apply solutions that would prevent recurrence.

However, over time Holcim found that they needed more visibility to their ongoing investigations. Using Causelink® Desktop software helped to structure individual reports, but it was difficult for teams to collaborate during an investigation. It was also hard for management to have oversight of report quality or to run reports across all records. In addition, there wasn't a structured way to learn from past incidents. This case study describes how LafargeHolcim's deployment of Causelink Enterprise software helped to overcome these challenges.

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## Solution

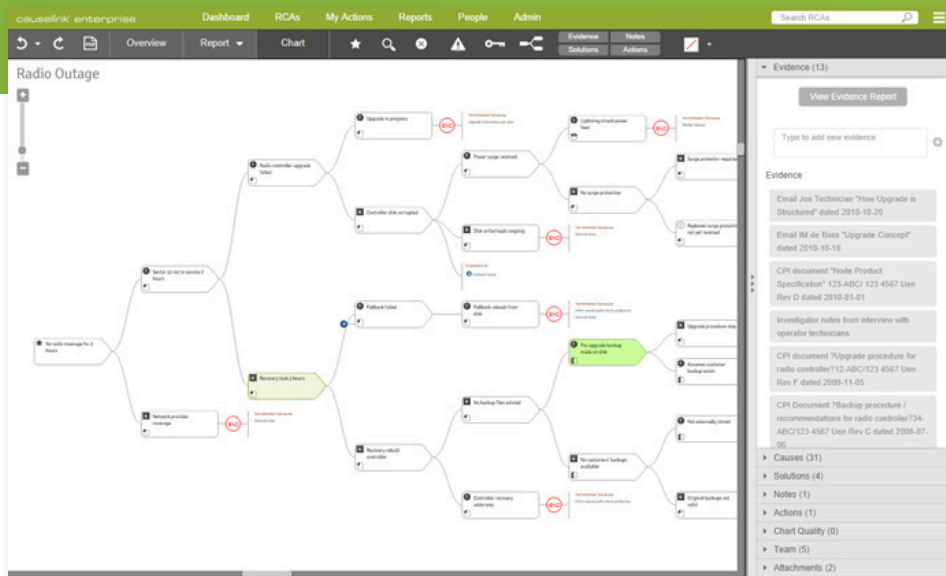
After seeing the collaboration and reporting capabilities of Causelink Enterprise, Holcim bought a 10-seat concurrent license in February of 2015 in order to better supporting their RCA Program. They also assigned an RCA Program Leader who was in charge of overseeing the quality of RCAs and mining the RCA Database for business intelligence.

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## Benefits

Within a year of implementing Causelink Enterprise, Holcim has over 300 RCAs in the system. This provides more than enough data to see patterns in their problems across plants and divisions. For example, incidents involving bearings were one of the most common causes, occurring in 66 causes across 21 records. Based upon this knowledge, they developed new solutions, including scheduled maintenance for both predictive and preventive tasks in order to detect the early onset of failure, or to minimize the consequences of failure when it occurs.

# “USING CAUSELINK ENTERPRISE ALLOWS YOU TO BECOME PROACTIVE.”



## Benefits

Exposing these systemic, bearing-related problems through the Common Cause report has saved Holcim time and money as they've applied effective solutions to prevent recurrence. With all report data in in one place, it's easy for managers to get the status of individual analyses and for Holcim's Program Leader to compare similar failures that open up different approaches for prevention of failures. "Using Causelink Enterprise allows you to become proactive", says Holcim's Senior Technical Training Manager, Bill Lyons. Reviewing RCA records helped them to build a standard set of PMR's that are shared with the plants, which can be implemented in their preventive maintenance planning program.

Now that Holcim has merged with Lafarge to become LafargeHolcim, they have an opportunity to expand the program to gain even greater benefits from the Enterprise system.

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## About LafargeHolcim

As the new leader in the building materials industry, LafargeHolcim has the assets necessary to address the challenges of a new world. With a local presence in 90 countries, the most innovative cement, concrete, and aggregates solutions to meet our customers' needs, and a commitment to health, safety, and sustainability, we have the most efficient business model and the best performing operating models and teams.

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## About Sologic

Sologic provides root cause analysis (RCA) training, software and services to help companies solve challenging problems and prevent them from recurring. With offices on five continents, staffed with experienced trainers and investigators, our RCA solutions are built on over 20 years of field experience with clients worldwide. We work with disciplines such as quality, safety, IT, reliability, maintenance, operations, logistics, and legal.



For more information on Sologic's industry-leading RCA training and investigation services and their benefits

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