



Dr. Kirschbaum Project - Consulting GmbH & Co. KG

Organisational and Technical Survey and Analysis of the Company Wroclawskie Kopalnie Surowcow Mineralnych, Graniczna 15, Poland



Customer:

Tarmac Kruszywa Polska Sp. z o.o., Wroclaw

(A business of Anglo American P.L.C. Group)

Period of services:

December 2005 and January 2009

Scope of services:

- Organisational and technical analysis of quarrying and processing
- Recording and benchmarking of the existing conditions
- Formulation of potential for optimisation and recommendations for implementation

Project description:

The consulting and expert report company Dr. Kirschbaum Project - Consulting GmbH & Co. KG, which mainly serves the raw materials industry and project and plant design, offers services including business and technical planning, support, consulting and implementation in operational matters related to production with the aim of sustainably optimising results, improving efficiency and reducing costs.

At the instigation of the directors, Dr. Kirschbaum Project – Consulting GmbH & Co. KG (formerly Dr. Kirschbaum & Partner) was appointed to analyse the Graniczna quarrying business of Tarmac Kruszywa Polska Sp. z o.o. from the technical and organisational points of view. Working from the business data, planning, minutes and documents from the works management as well as our own surveys, observations on site and personal visits to the works, we analysed the main points of emphasis and used the results to develop recommendations for action. The focus of our observations was particularly the market positioning of the company with the existing sales and production profile, the operational and process organisation of quarrying, the operational and process organisation of processing and tipping, the staff assignment, revenue and cost structure and questions of occupational safety.

In addition to the internal company data, the regulatory and market framework was also investigated and analysed in order to produce an optimisation of the production and business organisation and to describe measures for increasing revenue. Recommendations were made, for example, for the restructuring of particular production processes, the development of new sales strategies and for optimal staff assignment. As a result of this analysis, we were able to determine that an extensive programme of optimisation resulting in higher performance and considerable improved cost structure could be produced by implementing the options suggested for the company.

The resulting report was used by the Tarmac Aggregates Poland group as the basis for extensive restructuring at the Graniczna operation. The optimisation potential, which had been demonstrated, was put into practice and the recommendations for action were successfully implemented.

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