Aniline 2000 - Alliance for Success

An overhaul and upgrade project at the Huntsman Polyurethane Plant was completed successfully with an excellent safety record and below the budgeted cost.

Client: Huntsman Polyurethanes
Location: Wilton, Teesside in the United Kingdom

“Through the teamwork and alliance approach, the whole package has been delivered with all project targets being met in the first full month of commissioning. We broke production records on both the Aniline and Nitrobenzene plants towards the end of 2000.”

Tony Knapton
Huntsman Polyurethanes
Wilton Site Manager

Benefits

- Both the overhaul and the upgrade project were completed successfully with an excellent safety record and below budget cost.
- The partial upgrade in the “mini” shutdown allowed the plant to increase capacity ahead of plan.
- The plant exceeded its new “maximum sustainable nameplate capacity” in the first month of operation after the overhaul.
- The Wilton Huntsman organization delivered on all its promises to the Huntsman PU Business.

Aniline is a major raw material in the manufacture of polyurethanes. An upgrade of the Huntsman Polyurethanes Aniline capacity was needed to keep pace with the growth in demand for polyurethane products. The upgrade project required a major amount of construction work to be done during the maintenance overhaul and it was recognized that this construction work would bring complexity and risk to the overhaul. Huntsman was looking for a solution which would deliver world-class safety performance with minimum disruption to existing production and would secure the new upgraded capacity all in a cost effective way.

An alliance approach following ACTIVE Principles was adopted by Huntsman. The Alliance consisted of Huntsman Polyurethanes, AMEC Overhauls and Maintenance and ABB.

The broad split of responsibilities was defined and a team approach looked for areas to add extra value. For instance, some of the ABB design engineers took management roles in the AMEC overhaul organization. There was a “mini” partial shutdown held some months ahead of the main overhaul which allowed a partial upgrade ahead of the main upgrade. It also facilitated a “dry run” of the shutdown organization and enabled the team to develop an excellent working relationship in preparation for the main overhaul.

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