Corus and Sharing Best Practices
The story of our journey

Aernout van Haeften
Corus Knowledge management
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Corus organization

- Merger from British steel & Hoogovens
- 5 divisions 20 Business Units
- People
  - ~ 50000 employees
  - ~ 20000 “Knowledge workers” (e-mail)
  - Average age is high (~ 42 year)
  - Highly specialized jobs
- Strategy:
  - Become a continuous improving company
  - Sharing Best practices (“the Corus way”)
Corus Locations

- Red: Manufacturing
- Purple: Service Centres
- Blue: Field Commercial Teams
The competitive gap

EBITDA on Sales

- Adverse currencies
- High UK cost base
- Weakening UK customer base
- Insufficient leverage of Corus size
- Customer service

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Corus Knowledge Management
Corus Restoring Success

Closing the gap by
Manufacturing Excellence

Focus on:
- Manufacturing process
- Supply chain to the customer
- People engagement and development
- Health & Safety
Enable and support processes that cover

- Sharing best practices
- "Knowledge at risk"

Need to trigger management attention:

- Management needs handle to address these challenges ➔ “Corus Knowledge Workshop”
Corus Knowledge Workshop

Preparation
2 weeks
- Topics
- "The Contract"
- Team

Workshop meeting
3 days
- Questionnaire
- Framework
- Organisation

Implementation
Corus Knowledge Workshop
Corus Knowledge Workshop

time + experts + method = preparation + cease + energy + ideas + dialogue + plans + collaboration

direction + targets + documents + passion + clients + money + speed

trust + drinking + caution + discussion + notes + tools + colleagues

meals + let + fast forward + suppliers + sorting + coffee + implementation

= results