

# 12 Plants. 400 RCAs.

## *\$96M in Identified Impact.*

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How Ash Grove Cement's Corporate Reliability Engineer built a formal RCA program from scratch — deploying EasyRCA across **12 plants in two years**, cutting unplanned kiln stops by 25%, and turning **400 completed analyses** into a shared knowledge base across the organization.

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INDUSTRY  
Cement Manufacturing

LOCATION  
12 Plants, USA & Canada

PREVIOUS RCA PROCESS  
No formal program

TIME WITH EASYRCA  
2 Years

## THE CHALLENGE

When Edwin Gutierrez joined Ash Grove as Corporate Reliability Engineer, he ran a quick audit. The CMMS had an RCA module, but it was difficult to use. Nobody had completed a single RCA in it. Meanwhile, the kilns kept stopping, repetitive failures went unresolved, and production targets were slipping.

*"We didn't have a good program to uncover the root causes. We were not able to reach the target for kiln stops or any critical equipment."*

— Edwin Gutierrez, Corporate Reliability Engineer

## WHY EASYRCA

Edwin had used RCA tools for 25 years across oil and gas. He ran a two-plant trial and the answer was quick: easy enough for anyone to use, cloud-based across all 12 sites, and — most importantly — built to track corrective actions to closure. That last part was the deciding factor.

*"The most important requirement was a tool that can allow us to track all the correction actions — because those are the ones that are going to prevent the problem from happening again."*

— Edwin Gutierrez, Corporate Reliability Engineer

## HOW THE ROLLOUT WORKED

Edwin built training materials specific to cement manufacturing, then delivered 18 on-site sessions across the plants — face-to-face, shift by shift, paired with online follow-up. He didn't just teach the software. He taught the methodology: physical root causes, human root causes, systemic root causes. Process engineers, electrical teams, and quality staff asked to join. RCA facilitators are now identified in every plant, with champion certification planned for next year.

## RESULTS AFTER TWO YEARS

- **400 RCAs completed** across 12 plants — 152 in 2024, up 54% in 2025
- **25% reduction in unplanned kiln stops** from 2024 to 2025
- **20–30% reduction in unplanned downtime** across plants
- **78% task completion rate** on corrective actions; 60% overall RCA completion rate
- **~\$96M in improvement impact identified** through RCA-driven diagnostic work
- **200 active users** across the organization; expanded into safety and quality

## FEATURES IN USE

- ✓ **RCA Builder**  
Cause & effect and 5-Why; methodology selected by risk level
- ✓ **Action Center**  
Corrective actions tracked per RCA, per plant, per owner
- ✓ **AI-Assisted Analysis**  
Brainstorming support and hypothesis generation during analysis
- ✓ **RCA Status Workflow**  
Completion rate tracked as primary program KPI
- ✓ **Email Reminders**  
Automated nudges keep action owners accountable

## WHAT IT'S BECOME

400 RCAs in two years is a knowledge base. When a plant faces a failure, they search what other sites have already solved. Best practices from one kiln travel to eleven others. Nobody starts from scratch.

## HIS ADVICE

*"Invest in training. Without the skill and the knowledge, people are not going to develop a good root cause analysis."*

**Edwin Gutierrez**

Corporate Reliability Engineer, Ash Grove Cement

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[EasyRCA.com/AshGrove](https://EasyRCA.com/AshGrove)