การปรับปรุงอัตราผลผลิตของอุตสาหกรรมเหล็กแผ่นม้วนรีดร้อน



นาย พรเทพ เชาวน์โอภาส

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาวิศวกรรมศาสตรมหาบัณฑิต
สาขาวิชาการจัดการทางวิศวกรรม
ศูนย์ระดับภูมิภาคทางวิศวกรรมระบบการผลิต
คณะวิศวกรรมศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย
ปีการศึกษา 2545
ISBN 974-17-1670-2
ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย

YIELD IMPROVEMENT OF THE HOT ROLLED STEEL COIL INDUSTRY

Mr. Pornthep Chao-opas

A Thesis Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Engineering in Engineering Management

The Regional Centre for Manufacturing Systems Engineering

Faculty of Engineering

Chulalongkorn University

Academic Year 2002

ISB 974-17-1670-2

Copyright of Chulalongkorn University

Thesis Title	Yield Improvement of The Hot Rolled Steel Coil Industry
Ву	Mr. Pornthep Chao-opas
Field of Study	Engineering Management
Thesis Advisor	Assistant Professor Suthas Rattanakaukangwang
Accep	red by the Faculty of Engineering, Chulalongkorn University in Partial
Fulfillment of the Requ	irements for the Master's Degree
	Much Dean of Faculty of Engineering
	(Professor Somsak Panyakeow, D.Eng.)
THESIS COMMITTEE	Sinich JzChairman
	(Professor Sirichan Thongprasert, Ph.D.)
	Allo RV Thesis Advisor
	(Assistant Professor Suthas Rattanakaukangwang)

(Associate Professor Chuvej Chansa-ngavej, Ph.D.)

พรเทพ เชาวน์โอภาส : การปรับปรุงอัตราผลผลิตของอุตสาหกรรมเหล็กแผ่นม้วนรีดร้อน (YIELD IMPROVEMENT OF THE HOT ROLLED STEEL COIL INDUSTRY) อ. ที่ปรึกษา: ผศ. สุทัศน์ รัตนเกื้อกังวาน, 162 หน้า, ISBN 974-17-1670-2

วิทยานิพนธ์ฉบับนี้ เป็นงานวิจัยเพื่อพัฒนาและปรับปรุงอัตราผลผลิตของอุตสาหกรรมเหล็กแผ่นม้วน รีดร้อน โดยทำการลดข้อผิดพลาดที่เกิดขึ้นในการทำงานที่ผ่านมา เช่น การจัดการเศษเหล็กที่ขาดประสิทธิภาพ และทำการปรับปรุงประสิทธิภาพการทำงานเดิมให้ดีขึ้น ทั้งนี้ได้จำกัดขอบเขตการวิจัยเฉพาะในการปรับปรุง อัตราผลผลิตในส่วนของขบวนการหลอมเศษเหล็กของผลิตภัณฑ์เหล็กม้วนรีดร้อน Ms code 00001 การวิจัย เริ่มจากการศึกษาระบบงานผลิตในกระบวนการหลอมเศษเหล็ก รวมไปถึงการจัดการเศษเหล็กก่อนทำการ หลอม จากการศึกษาพบว่า ในเรื่องการจัดการรูปแบบการจัดส่วนผสมของเศษเหล็กแบบที่ใช้อยู่ก่อนนำไป หลอมยังให้อัตราผลผลิตที่ต่ำ และนอกจากนี้ในเรื่องของการจัดการเศษเหล็กทางผู้จัดทำยังขาดความชำนาญใน ด้านการจัดการกับเศษเหล็กที่มีอยู่ซึ่งส่งผลให้คุณภาพของเศษเหล็กที่ได้รับก่อนการนำไปหลอมมีคุณภาพต่ำ

กระบวนการแก้ไขปัญหาของการวิจัยแบ่งออกเป็น 2 ส่วน คือ การแก้ปัญหาในเรื่องของการจัดการเศษ เหล็กโดยมีการจัดทำประเภทของเศษเหล็กที่มีความละเอียดขึ้นและได้มีการว่าจ้างผู้รับจ้างช่วงทำการจัดการ เศษเหล็ก และในส่วนของการแก้ปัญหาในเรื่องการจัดรูปแบบการผสมเศษเหล็กสำหรับการหลอม โดยทำการ เปลี่ยนแปลงรูปแบบการจัดเศษเหล็กก่อนนำไปหลอมจากเดิมใช้ 4 ถัง ให้เป็น 2 ถัง สำหรับการหลอม เพื่อให้ได้ ค่าความหนาแน่นรวมของเศษเหล็กที่เหมาะสม

ผลจากการปรับปรุงอัตราผลการผลิตก่อนการปรับปรุงและหลังการปรับปรุงพบว่า 1)อัตราผลการผลิต จากเดิม 75% เป็น 85 % 2) ลดการใช้ฟลักซ์ลงจาก 7200 กก/เตา ลงเหลือ 5200 กก/เตา 3) ลดเวลาในการ หลอม(T-T-T) จาก 83 นาที/เตา ลงเหลือ 74.2 นาที/เตา 4) ลดค่าไฟฟ้าลงจาก 517 KwH/ton ลงเหลือ 430.39 KwH/tons และ 5) เพิ่มผลผลิตขึ้นจากเดิมอีก 20.4 % ต่อเดือน

ศูนย์ระดับภูมิภาคทางวิศวกรรมระบบการผลิต สาขาวิชา การจัดการทางวิศวกรรม ปีการศึกษา 2545 ลายมือชื่อนิสิต <u>"พิโทพ เมาเนโกกล์"</u> ลายมือชื่ออาจารย์ที่ปรึกษา

##4471608821 :MAJOR ENGINEERING MANAGEMENT

KEY WORD: YIELD/IMPROVEMENT/THE HOT ROLLED COILED STEEL

PORNTHEP CHAO-OPAS: YIELD IMPROVEMENT OF THE HOT ROLLED STEEL COIL

INDUSTRY. THESIS ADVISOR; ASST. PROF. SUTHAS RATTANAKAUKANGWANG, 162 PP.

ISBN 974-17-1670-2

The objective of the thesis is to develop and and improve the yield of the hot rolled steel

product by reducing and improve the failure from inefficient managing the scraps. The scope of the

research is limited to the improving yield for the product MScode001 in the melting process

The research starts from the study the melting production system include scraps handling

system. It was found that the original mixing the scrap lead to low yield as well as handling the

material that is lack of the experience result in receiving the low quality of the scrap mixing lead to

low quality of the molten steel

The problems divided into two parts, 1) Hiring the subcontractor to handling the raw material

especially scrap and 2) Improving the pattern of mixing the scrap from 4-basket pattern to 2-basket

pattern for receiving the suitable density

Results from comparison between before and after improvement showed that 1) the yield

increased from 75 percent to 85 percent 2) flux utilization decreased from 7200 kg/heat to 5200

kg/heat 3) T-T-T time reduced from 83 minutes/heat to 74.24 minutes/heat 4) Electrical energy used

reduced from 517 KwH/ton to 430.39 KwH/ton and 5)Production per month increased by 20.41

percent from the past.

Academic year 2002

Acknowledgement

I am grateful to my thesis advisor, Assistant Professor Sutthus Rattanakaukangwang for their kind guidance and valuable suggestions throughout the duration of the thesis.

I would like to express my sincere thanks to Professor Sirichan Thongprasert, the chairman of the Thesis committee, and Associate Professor Chuvej Chansa-ngavej, member of the Thesis Committee, for their kind suggestion during the entire course of studies.

I would like to express my gratitude for the intellectual suggestion from my uncles who working in the industry related in the thesis.

My respect and love are for my beloved parents who have been such a source of support, strength, encourage, and understanding.

Contents

P	ages
Abstract (Thai)	iv
Abstract (English)	v
Acknowledgement	vi
Contents	vii
List of Tables	xi
List of Figures	xiv
Chapter I Introduction	1
1.1 Statement of problem	2
1.2 Objective of study	3
1.3 Scope of study	4
1.4 Expected results	4
1.5 Methodology of study	4
1.6 Gantt Chart	5
Chapter II Literature Survey	6
2.1 Productivity and quality in the modern business environment	6
2.2 Basic definitions of Productivity and quality	8
2.3 Quality	8
2.4 Strategies for implementing quality programs	9
2.5 Productivity and Quality Improvement techniques	10
2.6 Solving and preventing problem	. 12
2.7 The Deming Cycle	13
2.8 QC tools	. 14
Chapter III General Information	18
3.1 Company Background	18
0.0.0	4.0

Contents(Cont.)

	Pages
3.3 The organization chart	19
3.4 Manufacturing Process	22
3.4.1 Electric Arc Furnace Steelmaking process	23
3.4.2 Continuous Casting Process	27
3.4.3 Hot Rolling Mill	28
3.5 The process related to the problem of the company	30
3.6 Scrap Yard Preparation Section	31
3.6.1 Type of Scrap	31
3.6.2 Scrap Yard Layout	32
3.7 Procedure of the production process related	34
3.7.1 Melting Process	34
3.7.2 Refining Process	38
3.7.3 Continuous Casting Process	39
Chapter IV Problem Identification and Current Situation Analysis	45
4.1 Problem Identification	45
4.2 General of information of Material Problems	47
4.3 Current Situation Analysis	51
4.3.1 Analyze basket pattern and EAF procedure	52
4.3.2 Data of mixing scrap and chemical composition	54
4.3.3 Time utilization of melting the scrap 4 baskets	69
4.3.4 Yield Result	70
4.3.5 Melting time for 2 basket received from calculation	
4.3.6 Disadvantage managing the 4-basket pattern	73
4.3.7 The utilizing of flux for 4 baskets	75

Contents(Cont.)

Pages

Chapter	V Improvement for increasing productivity and yield	77
Ĺ	5.1 Improvement Planning and define the responsibility and time	77
	5.1.1 The change area related	77
	5.1.2 Improvement plan	79
	5.1.3 Target of improvement	80
į	5.2 Categorizing the used scrap	80
	5.2.1 The cause of categorizing new scraps types	80
	5.2.2 The principle of categorizing the new scrap type	81
	5.2.3 Types of Scrap	83
	5.2.4 The benefit of scrap types re-arrangement	100
	5.2.5 Coding the Scraps	100
:	5.3 Define the improvement of the scrap mixing pattern	103
	5.3.1 The principle of managing the scrap mixing pattern	103
	5.3.2 Technical scrap pattern mixing	110
	5.3.3 The new pattern of mixing the scrap	110
	5.4 Lay out of scrap yard after re-arranges the type of scrap	112
	5.5 Making the melting program	113
	5.6 The utilizing of flux for 2 baskets	116
	5.7 Conclusion expecting result of Improvement	118
		1
Chapter	r VI Results	120
	6.1 Results	120
	6.1.1 The result of mixing the scrap and chemical	
	composition received	120
	6.1.2 Time utilization of melting the scrap	135
	6.1.3 Viold regult	136

Contents(Cont.)

Pag	jes
6.1.4 Disadvantage managing the 4-basket pattern13	37
6.1.5 The utilizing of flux for 2 baskets14	10
6.1.6 Comparing the result before and after improvement14	42
6.2 Analyzing Operating cost, Sale price and Profit per Month	
before and after Improvement15	50
6.3 Conclusion of Results15	55
Chapter VII Conclusion and Recommendation1	57
7.1 Conclusion15	57
7.2 Recommendation15	58
References15	59
\/ITΔ	62

List Of Tables

Tables Pages
Table 1.1 The result of managing the density and the balancing of the material
of the standard Japanese company for the product MS code 0001
at scrap 149.5 tons2
Table1.2 Comparison of production between the company and the standard
Japanese company3
Table 1.3 Comparison of Tap to Tap time between the company and the standard
Japanese company3
Table 3.1 Product dimensions
Table3.2 Type of Scrap categorizing by density and Chemistry composition31
Table 4.1 The MS Code 00001 specification requirement49
Table 4.2 The example of managing scrap in each basket54
Table 4.3 The example chemical composition received from melting scrap
4-basket pattern in each heat54
Table 4.4 The example quantity of scrap mixing each day55
Table 4.5 The example chemical composition received from melting scrap 2-basket
pattern in each day56
Table 4.6 The production report of EAF1 in (1-31 November, 2003)57
Table 4.7 The production report of EAF1 in (1-30 December, 2003)60
Table 4.8 The chemical compositions received after passing the melting process
in November66
Table 4.9 The chemical compositions received after passing the melting process
in December67
Table4.10 The standard chemical composition of managing 2 baskets70
Table 4.11 The comparison result between the current managing scrap
and the calculating the result of managing the scrap to
improvement at density 0.6 ton/m ³ and 0.85 ton/m ³ respectively72
Table 4.12 Disadvantages of managing the raw materials 4 baskets
at density 0.6 tons/m ³

List Of Tables (Cont.)

Tables	Pages
Table 4.13 Charging Flux in Scrap basket	.75
Table 4.14 EAF material Weighting/Charging	76
Table 4.15 Tapping Material weighting/Charging	76
Table 5.1 The example of the ISRI Standard of Scrap types	.81
Table 5.2 Japanese uniformity standard of scrap type	82
Table 5.3 The detail of the new scrap types for product MS code 00001	.99
Table 5.4 The expected scrap has in the company in January1	04
Table 5.5 The first example of combination of the scrap to meeting	
the specification and density1	06
Table 5.6 The second example of combination of the scrap to meeting	
the specification and density1	07
Table 5.7 The chemical composition of mixing from the first example pattern1	08
Table 5.8 The chemical composition of mixing from the second example pattern.1	08
Table 5.9 The scrap cost of the first and second example pattern	109
Table 5.10 The basket 1 of the scrap mixing pattern	112
Table 5.11 The basket 2 of the scrap mixing pattern	112
Table 5.12 Charging Flux in Scrap basket	116
Table 5.3 EAF material Weighting/Charging	116
Table 5.4 Tapping Material weighting/Charging	117
Table 6.1 The example of mixing the scrap following 2-basket pattern in each	
heat to producing the molten steel MScode000011	20
Table 6.2 The example chemical composition received from melting scrap	
2-basket pattern in each heat1	21
Table 6.3 the example quantity of scrap mixing each day	122
Table 6.4 The example chemical composition received from melting	
scrap 2-basket pattern in each day	123
Table 6.5 The production report of EAF1 in (2-31 January, 2003)	124
Table 6.6 The production report of EAF1 in (1-15 February, 2003)	127

List Of Tables (Cont.)

Tables	Pages
Table 6.7 The chemical compositions received after passing the melting	
process in January	133
Table 6.8 The chemical compositions received after passing the melting	
process in February (1-15)	134
Table 6.9 The comparison result between the current managing scrap	
and the calculating the result of managing the scrap to improvement	
at density 0.6 ton/m³ and 0.85 ton/m³ respectively	137
Table 6.10 Disadvantages of managing the raw materials 2 baskets comparing	
with standard at density 0.83 tons/m ³	138
Table 6.11 Charging Flux in Scrap basket	140
Table 6.12 EAF material Weighting/Charging	140
Table 6.13 Tapping Material weighting/Charging	140
Table 6.15 Production Cost per ton _{product} of the product before improvement	151
Table 6.16 The scrap price in January and February	152
Table 6.17 Production Cost per ton _{product} of the product after improvement1	53
Table 6.18 Comparing using energy, lime, production, and yield	
hafara and after improvement	56

List of Figures

Figures		Pages
Figure 2.1	The cyclic effect of low productivity growth	7
Figure 2.2	The impact of poor quality in any economic unit	7
Figure 2.3	Pareto Chart	15
Figure 2.4	Cause and Effect Diagram	15
Figure 2.5	Histogram	16
Figure 2.6	Scatter Diagram	16
Figure 2.7	Control Chart	16
Figure 2.8	Graph	17
Figure 3.1	The hot rolled coil steel	19
Figure 3.2	Top management organizational charts	20
Figure 3.3	Operations organizational chart	21
Figure3.4	Manufacturing Process	22
Figure 3.5	Electric Arc Furnaces	23
Figure 3.6	General Bloom/Beam Blank Machine Configuration	27
Figure 3.7	Hot Rolling Mill	28
Figure 3.8	Overall process of the company	30
Figure 3.9	Scrap Yard Layout	33
Figure 3.10	The flow chart of Melting process	. 34
Figure 4.1	Causes and Effect diagram of Low yield and productivity problem	46
Figure 4.2	The 4-basket pattern	51
Figure 4.3	The EAF procedure of 4-baskets pattern	53
Figure 4.4	The density of mixing the scrap 4 baskets	63
Figure 4.5	The quantity of the used scrap in November, and December	64
Figure 4.6	The result of production in December and November	64
Figure 4.7	The result of Production yield in December and November	65
Figure 4.8	Procedure of used energy and time for melting process for	
	4 backet pattern	69

List of Figures

Figures	Pages
Figure 4.9	Procedure of used energy and time for melting process for
	2-basket pattern71
Figure 4.10	The Pareto chart of lose time due to managing 4 baskets74
Figure 4.11	Scrap using, production quantity, and yield in November and
	December
Figure 4.12	Total Scrap using, production quantity, and yield in 2 months
Figure 5.1	New process improvements
Figure 5.2	Gantt chart of planning improvement the mixing the raw material
	into 2 baskets
Figure 5.3	The relationship between the energy for melting scrap and
	density of scrap
Figure 5.4	The two-basket pattern
Figure 5.5	The layout of the scrap yard after re-arrange the scrap types 113
Figure 5.6	EAF procedure of 2 baskets
Figure 5.7	Procedure of used energy for melting process
Figure 6.1	The density of mixing the scrap 4 baskets
Figure 6.2	The quantity of the used scrap in November, and December
Figure 6.3	The result of production in December and November
Figure 6.4	The result of Production yield in December and November
Figure 6.5	Procedure of used energy for melting process
Figure 6.6	The Pareto chart of lose time due to managing 2 baskets
Figure 6.7	Scrap using, production quantity, and yield in January and
	February(1-15)
Figure 6.8	Total Scrap using, production quantity, and yield in 1.5 months
Figure 6.9	Comparison density of before and after improvement142
Figure 6.10	Comparison the disadvantage of before improvement and after
	improvement with the standard company143
Figure 6.11	Comparison scraps utilization of before and after improvement144

List of Figures

pures Page
jure 6.12 Comparison Production received of before and after improvement 145
gure 6.13 Comparison Yield of before and after improvement
gure 6.14 Comparison flux used of before and after improvement
gure 6.15 Comparison Tap-To-Tap between before and after improvement
gure 6.16 Average Sale, Cost and Profit per Month before Improvement152
gure 6.17 Average Sale, Cost and Profit per Month after Improvement154
gure 6.18 Comparison average profit per month between before and
after improvement155