

# Forestry



**Integrated forestry company that owns both plantations and processing plants. The company produces structural timber, scaffolding, furniture components, wood laminates, kitchen cabinet parts and wood chips**



## Objectives

The CEO of a lumber supplier faced challenges of increasing costs and productivity challenges which impacted margins. This was compounded by cheap imports from foreign competitors.

With half of the company's saw mills not generating profits, he was forced to spend the majority of his time overseeing daily operations instead of focusing on improvement initiatives.

One of his goals was to consolidate some of their key mill functions and resources into a centralized area in order to curb rising logistics costs.



## Tools

- The client/Proudfoot team took steps to consolidate resources and increase the visibility of asset performance across the mills
- Coordination between the production, maintenance and forestry divisions improved due to a greater emphasis on intradepartmental communication
- Production operators were properly trained to use equipment settings that would increase throughput and decrease waste
- Quality control measures were developed to preserve the quality of trees in transit from the forest to the mills



## Outcomes/ Deliverables

- As a result of more efficient processes, production in the mills increased by 11%. Better coordination between the various functions, and training and one-on-one coaching, decreased the amount of downtime in production by 32%
- A total of 328 employees received specialized training over the course of the project

This project has left behind empowered employees at all levels of the business. The success we have achieved has become addictive to many, and will keep driving us towards the culture of continuous improvement.

**- Production Manager**

# Proudfoot