

Consumer goods



Manufacturer of paper products including bleached board, tissue and sanitary paper products



Objectives

The Senior Vice President needed to address a projected multi-million dollar shortfall in its fine paper operations. The company calculated that its fine paper operation was running behind its projected annual contribution due to quality issues, decreased throughput and inadequate process controls.

Additionally, they were experiencing an economic slowdown and thus wanted to evaluate crucial cost issues at its US operation. The areas the client was mostly concerned with were maintenance and tissue converting and shipping operations.



Tools

- Installed necessary processes and systems to provide short-interval reporting of out-of-tolerance conditions in order to reduce waste and improve machine uptime
- Established procedures for updating “recipes” including real-time trigger mechanisms to notify operators if they were operating outside a product’s specifications
- Executed supervisory training and coaching to drive needed behavior changes on the factory floor
- Developed a variety of control practices and methodologies to address issues
- Developed preventative maintenance scheduling plans and tighter controls on spending on outside contractors.



Outcomes/ Deliverables

- Immediate recipe adjustments that enabled more effective utilization of raw materials
- Culture of continuous improvement established
- 3% uptime improvement
- 6% increase in output
- Reduced overtime by 20%
- Reduced costs in tissue converting and shipping operations and achieved highest levels to date
- Improved quality of product
- Improved maintenance productivity by 30%
- \$26m in annualized savings

Proudfoot