

# SIGNIFICANT SAVINGS AND OPTIMIZED THROUGHPUT

WITH MANAGEMENT SYSTEM TRANSFORMATION AND EQUIPMENT OPTIMIZATION

## 01 | CHALLENGE

Resource management, productivity, revenue loss

An integrated, multi-line paper mill producing a variety of consumer products was looking to adopt a new approach to resource management and productivity. Internal communication challenges contributed to a breakdown in operational Key Process Indicator (KPI) review processes, inefficient operation guidelines, an ineffective asset strategy for aging equipment, and high employee turnover. Short-term solutions were implemented to address weaknesses in process areas, which ultimately were contributing to a substantial financial loss. Seeking a sustainable solution, the client partnered with Myrtle Consulting.

**“Leaning on Myrtle’s expertise, we were able to benefit significantly with a variety of process and financial improvements. Myrtle was instrumental in setting a long-term, sustainable, and well-defined path for improvement and accountability.”**

- Plant Director

## 02 | SOLUTIONS

Maintenance and reliability, centerline, management systems

The Myrtle Consulting team developed a corporate-level playbook focused in three critical areas: Management Systems, Maintenance and Reliability, and Production.

- *Designed and installed management systems with defined meetings, KPIs, action logs, formalized internal relationships, and issue resolution protocols*
- *Implemented maintenance and reliability solutions including critical production asset strategies, backlog management processes, and Root Cause Analysis (RCA) applications*
- *Implemented Gantt charts and financial loss tracking systems and lead production solutions that included defining optimal levels of operations with KPIs*
- *Implemented centerline guidelines, Myrtle Consulting’s approach to equipment performance analysis and optimization*
- *Implemented visual management tools on production floor to resolve issues and engage the leadership team in real-time*
- *Optimized front-end operations to resolve back end productivity issues*

## 03 | RESULTS

# \$9.9M

IN SAVINGS

The pulp mill uptime increased across all lines. Equipment productivity improvements resulted in a 14% increase in Overall Equipment Effectiveness (OEE) in tissue making and an 11% increase in board making. The uptime in boiler assets increased by 15%. The implementation of new management processes reduced turnover in personnel across the organization and improved visibility for safety metrics.

A well-defined path for onboarding new hires using the new systems and tools was established and provided clear accountability for desired results. Overall, the implementation of management systems and operational processes and the optimization of equipment performance resulted in additional pulp supply, fuel savings through improved liquor management, and reduced contractor and materials spend, saving the client \$9.9 million.