A global paper goods manufacturer that produces consumer paper products and building materials was facing millions in lost revenue due to internal challenges stemming from an organizational restructure, which was ultimately affecting production and output. Internally, processes and systems were proving ineffective. Management structure and an inexperienced workforce were resulting in confusion and unplanned downtime.

“Myrtle identified the source of our problems and helped us implement improvements that not only significantly reduced our costs and saved us over $5 million in the first year alone, but also increased productivity, improved employee morale and made our operations more efficient across the board.”

- Plant Director

Improvements drove throughput, generating a significant increase in revenue. As a result of equipment optimization and operational process improvements, operations in the three key areas identified saw a significant increase in uptime.

Overall Equipment Effectiveness (OEE) improved 8% in the tissue making process area and 7% in converting operations. The client experienced an 11% reduction in overall maintenance spend, resulting in annualized savings of $5 million. Management systems clearly defined leadership roles and responsibilities, which resulted in a more engaged and productive workforce setting the organization up for improvement continuity.

“Developed and prioritized new work management processes, redefined roles and responsibilities, implemented production and maintenance meetings, and implemented warehouse parts staging and kitting processes

- Overhauled asset strategies focusing on Preventive Maintenance (PM) routines and lubrication routes

- Developed a prioritization methodology for critical equipment repair for optimal performance

- Implemented an improved waste-loss accounting plan and Centerline solutions, Myrtle Consulting’s approach to equipment performance analysis and optimization

- Redefined the break-in/emergency process and escalation protocol, conducted workshops and mined historical data to dial in machine settings to review at preset intervals