Performance Improvement through Centerlining and MOS Approach

CHALLENGE
A global paper product manufacturer experienced overarching challenges regarding performance improvement and inter-mill management process consistency. The client at the senior level was aware of both the opportunity and the need for a consistent process across the organization and worked with Myrtle to design the solution.

When viewed through the analyzing lens, Myrtle found many attributing factors to the overall project. The management system had a relatively stable structure but lacked the discipline to meet progress and manage actions and commitments. Despite having high adherence to the operator care route, there were gaps in the routes and effectiveness. After an organizational restructuring, many of the RR&Es had not been updated to reflect the current state. Concurrently, asset strategies were incomplete or not prioritized. The quality management plan needed to be strengthened to incorporate quality metrics previously integrated into one product line but not another.

The workforce at the hourly level had experienced high levels of turnover, which presented another challenge to stabilize and improve the operation. The team identified communications improvements between the customer and supplier relationships that hindered progress.

To exacerbate the situation, limited spare parts availability and inventory accuracy impacted planner effectiveness, keeping them from focusing on preventive and predictive maintenance. Gaps in identifying maintenance needs, Work Request (WR) creation and Work Order (WO) backlog management impeded planners from prioritizing the execution of “the right work.”

The parent company realized the need to augment their business philosophy with a more consistent structure and better-defined process to drive operational improvement. The client relied on Myrtle Consulting Group to ensure performance improvement and operational efficiency.

“There is one thing about you Myrtle Consultants; you have unsurpassed ownership of your work.”

– Retail Business Unit Leader
APPRAOCH

Myrtle began with conducting an assessment to access the issues and identify the solutions. This approach took a deeper dive into the challenges the client thought already existed within the mill. The assessment was conducted by an integrated team of Myrtle and client representatives at all levels of the organization to ensure adequate perspective and perception was given to optimize the results. This assessment team identified the following workstreams for improvement, including maintenance, production, and asset care work streams for pulp, power and recovery, retail and papermaking, converting, and central maintenance.

To address these issues, the integrated team continued to work seamlessly for the remainder of the project. The team implemented the solutions through a Playbook installation that focused on management systems, asset care, production, and organization. The management system approach was flexible enough to be tailored to each departmental needs, yet structured enough to be consistent across the entire mill. For example, the focus on outage management centered along developing a regular "T-Minus" type schedule, using step-back logic with the paper machines. The need was much more significant in the retail area requiring the development of an outage cycle. This scheduling logic enabled the transition from undocumented, reactive work to proactive work identification and completion. Further, a pit-stop strategy was developed to drive improved housekeeping and work identification by operators and maintenance personnel. This kind of organic development inside the framework of the playbook allowed for the type of bottom-up ownership by area departments enabling successful change implementation.

The asset care approach included completing an asset criticality assessment in each department and then augmenting the Preventative Maintenance (PM) process. In one department, this meant creating 200 PMs to stand up a PM process from scratch. Additional work identification was augmented by operator routes for inspection, housekeeping and lubrication routes, which were upgraded for efficiency and scope. To ensure sustainability, schedules were developed in each area for the remaining priority assets along with annual reviews of completed strategies. This brought consistency and discipline to the client’s asset strategy.

Myrtle launched a significant initiative by leveraging the Centerline process in each production area, which followed with improved consistency and increased production. Efforts combined to strengthen the organization through a robust leader onboarding process developed for the majority of leadership roles to ensure Playbook expectations were included to understand activities and expectations, as well as to help new leaders hit the ground running.

SUSTAINABLE RESULTS

By starting with Myrtle methodologies and working seamlessly with the client, ownership of the different workstream solutions was passed from Myrtle to the client throughout the project. This ownership transaction included coaching and working daily shoulder-to-shoulder to ensure proper understanding of the work and factors behind the methodology to ensure sustainability. The integrated approach succeeded all expectations, ensuring optimal solutions to be identified and implemented through the mill and provided visibility and integration from all levels to ensure a sustainable operational transformation.
Delighted with the results, the Regional VP of Operations commented, “The Asset Strategies developed in utilities are the best asset strategies of any mills.”

Myrtle’s strong focus on operational efficiency (OE) resulted in the papermaking machines to average over 29% sustained improvement in average daily good tons produced with one machine performing at over 40% improvement.

Additionally, utility uptime increased from 93% to 97%. Costs reductions were achieved, including a specific component purchase decline of 58% and a decrease in wastewater polymer usage from $1 million to $0, generating enormous cost improvements for the organization.

**RESULTS:**
- Sustained improvement of over 29% in average daily good tons produced
- Utilities uptime increased from 93%-97%
- Reduction in waste polymer usage of $1 million
- Component purchase decline of 58%

Do you relate to experiencing a plateau in production? Are you in need of a boost in performance? If so, contact us today or visit www.myrtlegroup.com to learn more.