

The Stora Enso Varkaus Mill is one of the leading integrated paper mills in Finland.

CASE STUDY

PRODUCT UNIFORM DEVELOPMENT IN A WHOLE PRODUCTION CHAIN VIA STAFF GROUP THEME INTERVIEWS AND ANALYTICAL EVALUATION PROCESS

“The process helped us to identify a good set of promising ideas and to select the best of them to implement in advance. The implemented actions improved our competitive advantage and the process itself improved information flows among production chain and staff’s motivation for continuous improvement.” Jarkko Tehomaa, Mill manager.

The main target of the pilot project was to improve the product uniform by decreasing volatility in the whole production chain. The key objectives of the pilot project were:

- ✎ Define the key areas in the quality management and product uniform for the further development actions to increase productivity and business performance.
- ✎ Prioritization of the most promising development areas in improving product uniform.
- ✎ To identify the feasible solutions and actions to improve both customer and personnel satisfaction.

CHALLENGE

It is challenging to manage the final product uniform in the whole production chain of the integrated paper mill. The main challenge is to facilitate own staff and involved partners to identify feasible and significant improvements in an efficient and straightforward way.

SOLUTION

Standardized innovation and evaluation process was used created by InTo tool including the following key steps:

- ✎ Group interviews. In order to identify improvement ideas totally 11 group interview were organized. Totally 43 persons participated in interviews.
- ✎ Ideas generated. Totally 102 development ideas were generated. The identified ideas concerned areas like information flows, different way of actions, education and investment needs.
- ✎ Evaluations. 17 experts evaluated the identified ideas against selected criteria. Robust portfolio modeling were employed in order to identify those ideas which best fulfilled the needs of different criteria. TOP22 ideas were identified.
- ✎ Final workshop. Key persons participated in a half-day workshop. Finally, three action plans based on the TOP22 ideas were the outcome of the workshop, action plan with concrete goals, schedule and responsibilities.

BENEFITS

Several benefits were realized during the pilot project and the after the project. The results of the pilot show improvement in productivity and competitive advantage. The realization of the identified benefits is based on the better and faster information flows and action in the whole production chain. In addition, more optimized daily production via modern automation solutions help the site management to maintain and further develop the production and product uniform in the future.