

**Case :**

33

**Country :**

Belgium

**Sector :**

Paper industry : coating - printing

**Company :**

A coating plant.

**Type of intervention :**

Production dpt.

Productivity improvement extrusion processes.

Machine utilization optimization.

Development and implementation improved 360° management control system.

**Project Goal :**

The main theme of this project was to improve machine utilization and to help the client to avoid having to change towards a 5 shifts system. Our mission was to decrease setup times, reduce scrap and improve master scheduling.

**What did we do?**

- One harmonic flow was installed from sales to purchasing to planning to extrusion to finishing to stock to client.
- A management structure was installed.
- Daily plan/actual meeting was installed.
- Production times were planned.
- Throughput times were reduced.
- Change-overs were scripted.
- Personnel planning was installed.
- Machine downtimes were monitored and reduced.

**Results :**

The savings obtained were substantial, due to the marginal savings generated by the increased volume. Overall efficiency went up from 52% to 58% which amounts up to € 1 million.