



Building Leadership Excellence



Bringing Value to Papermakers Through Lean Sigma Projects

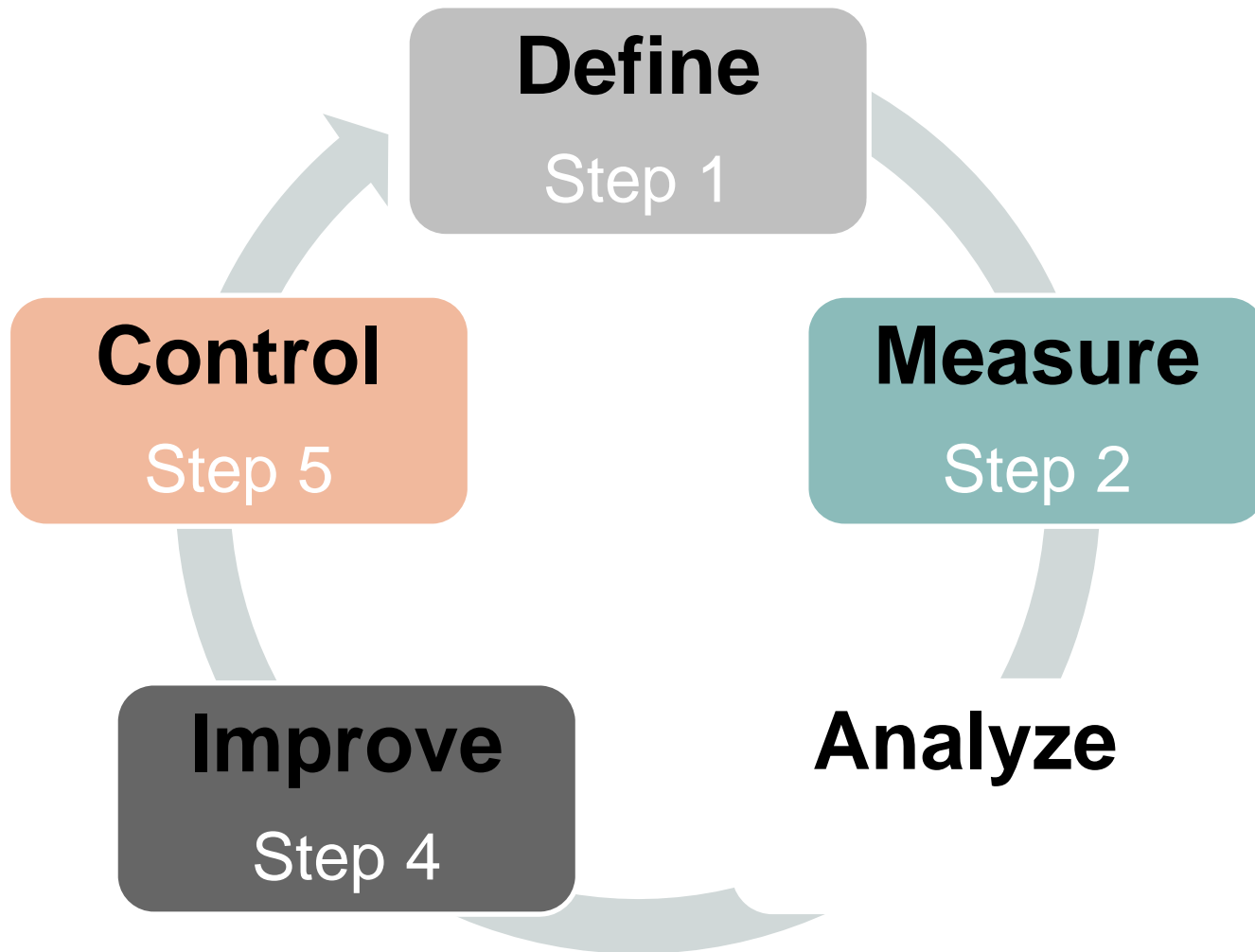
Lean Sigma and AstenJohnson

May 1-4
PaperCon 2011
Northern Kentucky Convention Center

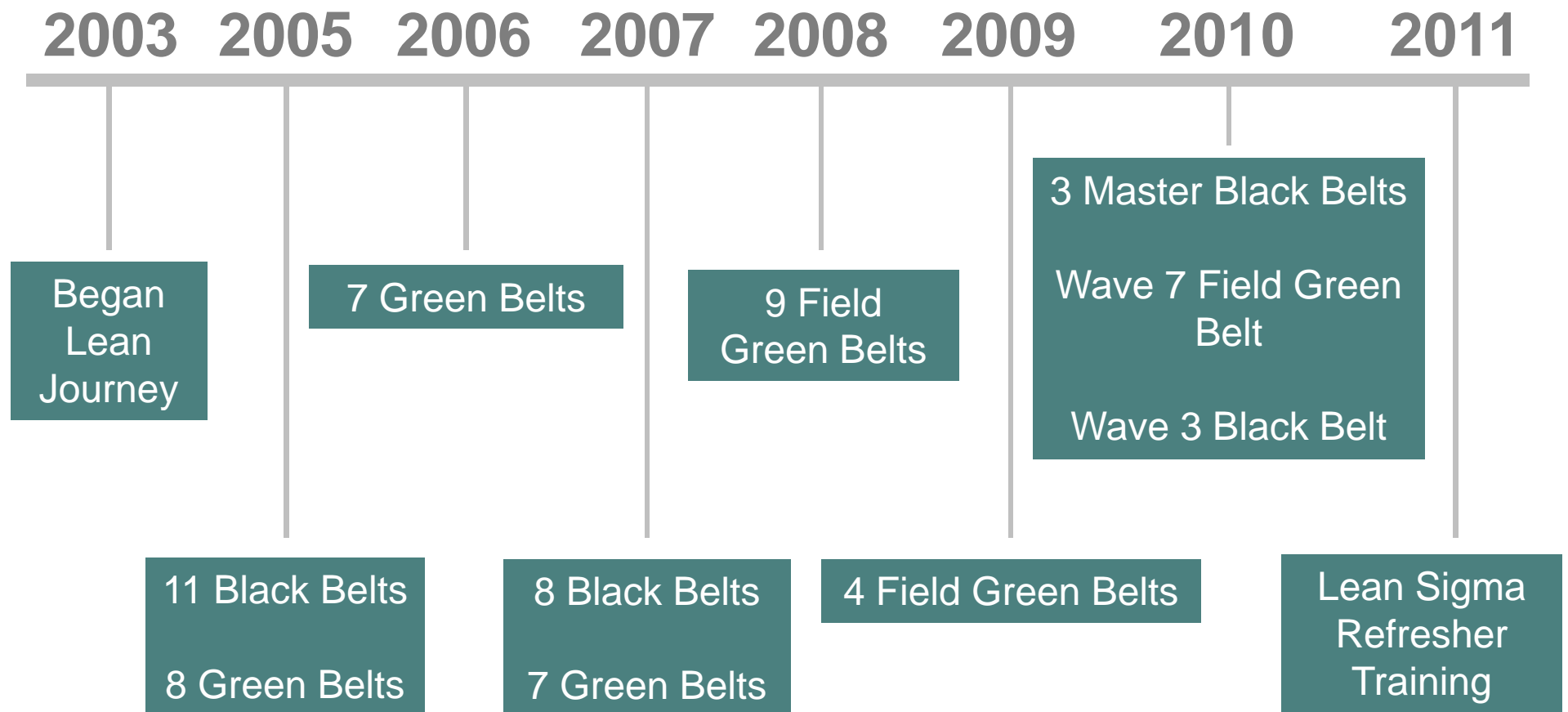
RETHINK PAPER:
Lean and Green

Principles of Lean	Principles of Six Sigma
Specify value in eyes of customer.	Relentlessly pursue variation reduction .
Identify value stream and eliminate waste .	Measure based on standard deviation .
Make value flow at pull of customer.	Benchmark based on Sigma level .
Involve & empower employees.	Utilize proven tools and methods .
Continuously improve in pursuit of perfection.	Achieve perfection through continuous pursuit of knowledge by all employees.

Lean Problem Solving: DMAIC



Our Lean Journey



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Vision

- Provide exceptional value by improving our customers' operating results

Brand Vision

- To be recognized worldwide as the experts in maximizing pulp and paper machine performance and productivity



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Deployment

- Training
 - 80 hours classroom training
 - Kaizen blitz
- Certification
 - Customer project
 - Kaizen blitz
 - Customer and AstenJohnson participants
 - Demonstrate financial/performance gain for customer
 - Present project results to internal review board



Results

- 33 projects since 2008
- Projects related to:
 - Sheet breaks
 - Edge breaks
 - Holes in sheet
 - SMED
 - Runnability
 - Linting
 - Printability
 - Machine draws
 - Clothing life issues



Lessons learned

- Fully understand problem – cut through noise
- Follow DMAIC process
- Have an aggressive timeline
 - Priorities change quickly in paper mills!
- Control Phase: test and validate solution
- Consider “chaos factor”
 - Sponsorship
 - Resource availability
- Develop good data collection plan



Case Study: Domtar – Port Huron

- Problem Statement:
 - Eliminate sheet defects
- Results:
 - Sheet defects eliminated; gained production
- Benefits:
 - Process helps find causes and solutions
 - Employees involved, feel ownership

