



Building Leadership Excellence



Redesigning Repulping Operations A Success Story

BPM Inc. – Changes in One Mill's Attitude

May 1-4
PaperCon 2011
Northern Kentucky Convention Center

RETHINK PAPER:
Lean and Green

Mill Overview

BPM Inc "Downtown" Peshtigo



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Mill Overview

- Two Paper Machines
 - PM1 - Yankee
 - PM2 - Fourdrinier
- Stock Prep Pulpers
 - Small one for broke
 - Small one for PM1
 - Large one for PM2
- After the mill shutdown, the employees needed to buy in to the notion that restarting the mill could work but it would take everybody's help
- Success would come from reducing production costs with an eye to becoming energy efficient



Problem Description

- Restarting a mill that has been down brings special challenges.
 - Assuring employees that the plan is for real
 - Spending time listening to employees' ideas
- Reducing costs in order to become competitive in a very tough market.
 - Letting workers know that new ideas are welcome in order to improve on the old ways of operating
 - Sharing with the workers the results of their ideas in something easy to understand - \$\$\$
- Finding answers to simple questions concerning fiber prep that no one on-site had an answers for.
 - Were we over pulping our bales of fiber?
 - How do we know when it was fully de-fibered?
 - Can we improve our operating procedure?



Solution Strategy

- The Plant Energy Team was lead by the Mill Manager and looking to improve profitability
- Examine everything. Leave nothing out simply “because we have always done it that way”
- Look at our repulping strategy
 - How long?
 - What endpoint?
 - Why?
 - Is more or less better?
 - New procedures?



Implementation

- Action Plan called for –
 - Vendor (Voith Paper) involvement
 - Determining a pulping end point
 - Helping operators hit the target
 - Modifying equipment
 - Upgrading where it made sense
- Problems encountered and overcome
 - No flexibility in running the pulper
 - Pulpers dedicated to a single machine
 - Biggest most efficient pulper did not run the most
 - Inefficient and outdate rotor and extraction plate design



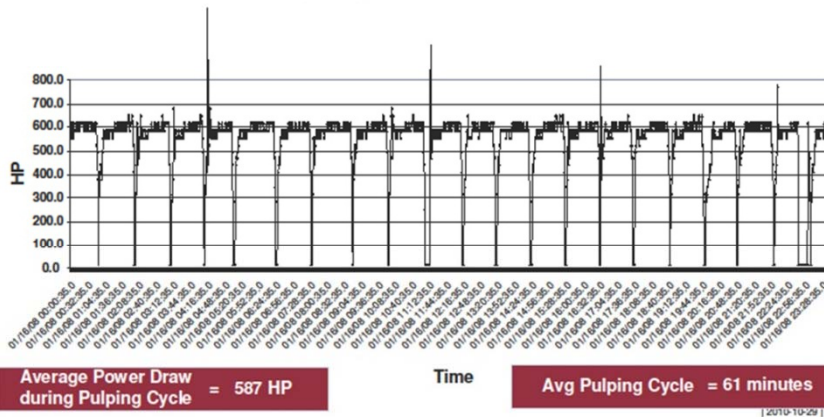
Success

- Description of results

BPM Furnish Pulper #2 Summary - *Before*

METERED DATA

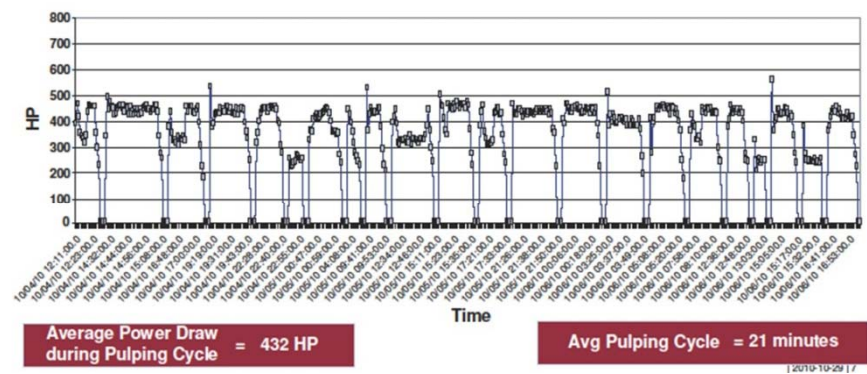
BPM #2 Pulper Power Response - Kadant Vokes Pulping Unit
22 Consecutive Batches 01/16/2008 12:00 AM - 01/16/2008 11:24 PM



BPM Furnish Pulper #2 Summary - *After*

METERED DATA

BPM #2 Pulper Power Response - VOITH SlushMizer™ Pulping Unit
22 Consecutive Batches 10/04/2010 12:11PM - 10/06/2010 4:52PM



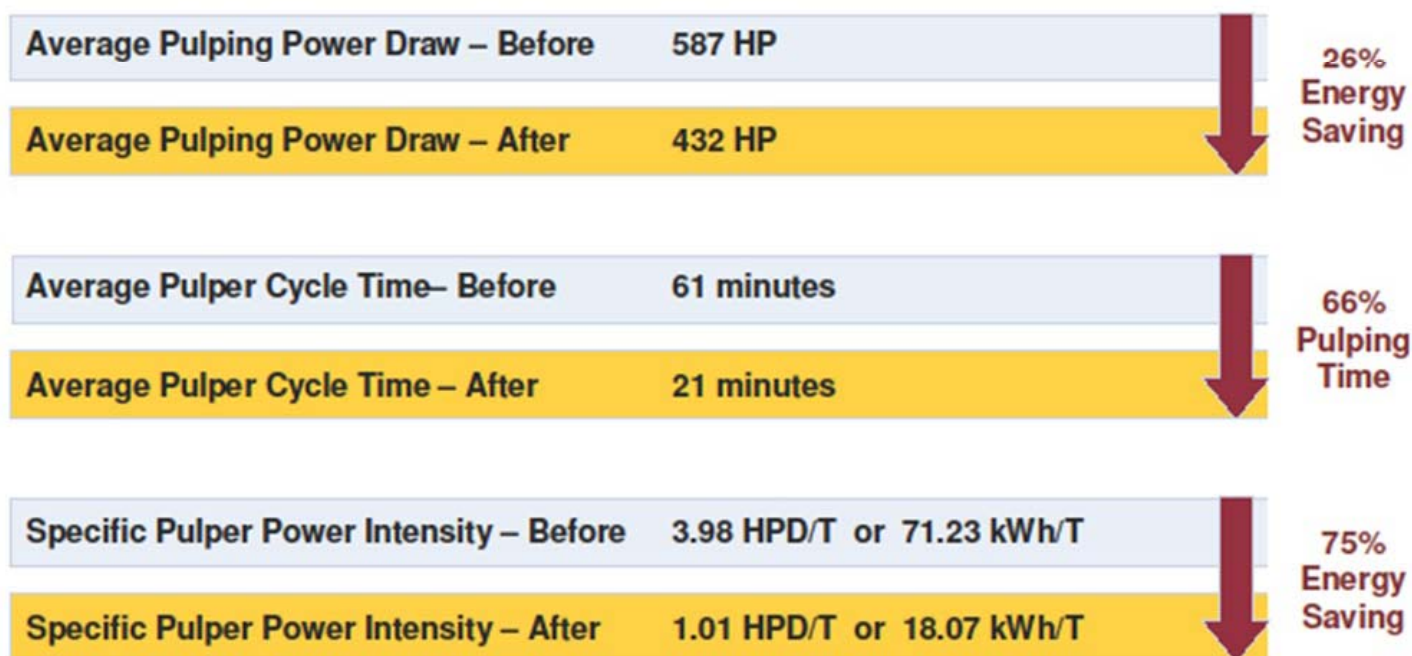
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Success

- Documentation

BPM Furnish Pulper #2 – Overall Summary



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Success

- Team members
 - Jim Koronkiewicz – Mill Manager
 - Randy Cohorst – Production Manager
 - Steve Peterich – Plant/Energy Engineer
 - Steve Bradford – Account Manager – Wis. Public Service
 - Tom Wroblewski – Focus on Energy – Energy Specialist
 - Jerry Aue – Focus on Energy – P&P Energy Engineer

