

Improve plant performance Paper machines are made for running

ABB Full Service® improves plant and financial performance.

“A decisive factor in the selection was that the partner should be capable of developing the operation of the mill. Other important criterion was broad experience in our sector and in other sectors, as well. When shifting maintenance responsibility, experience is also needed in implementing the change. ABB has a complete concept for that purpose and traditionally has strong expertise in electricity and automation processes and energy” says Tuomo Tuomela, Executive Vice President, Technology, of the Myllykoski Group.



Myllykoski Group's Anjalankoski paper mill in Finland.

The Myllykoski Group's Anjalankoski paper mill in Finland manufactures wood-containing printing paper using three paper machines and one coating machine. The mill's production capacity is 560,000 tons, from which 350,000 tons is uncoated printing paper (SC) and 210,000 tons of coated printing paper (MWC). Myllykoski Paper wanted to enhance their competitiveness and felt that one of the key areas for improving the productivity is maintenance. The company set out to find a partner for overall maintenance who was expected to be better equipped to change the culture of the maintenance operations.

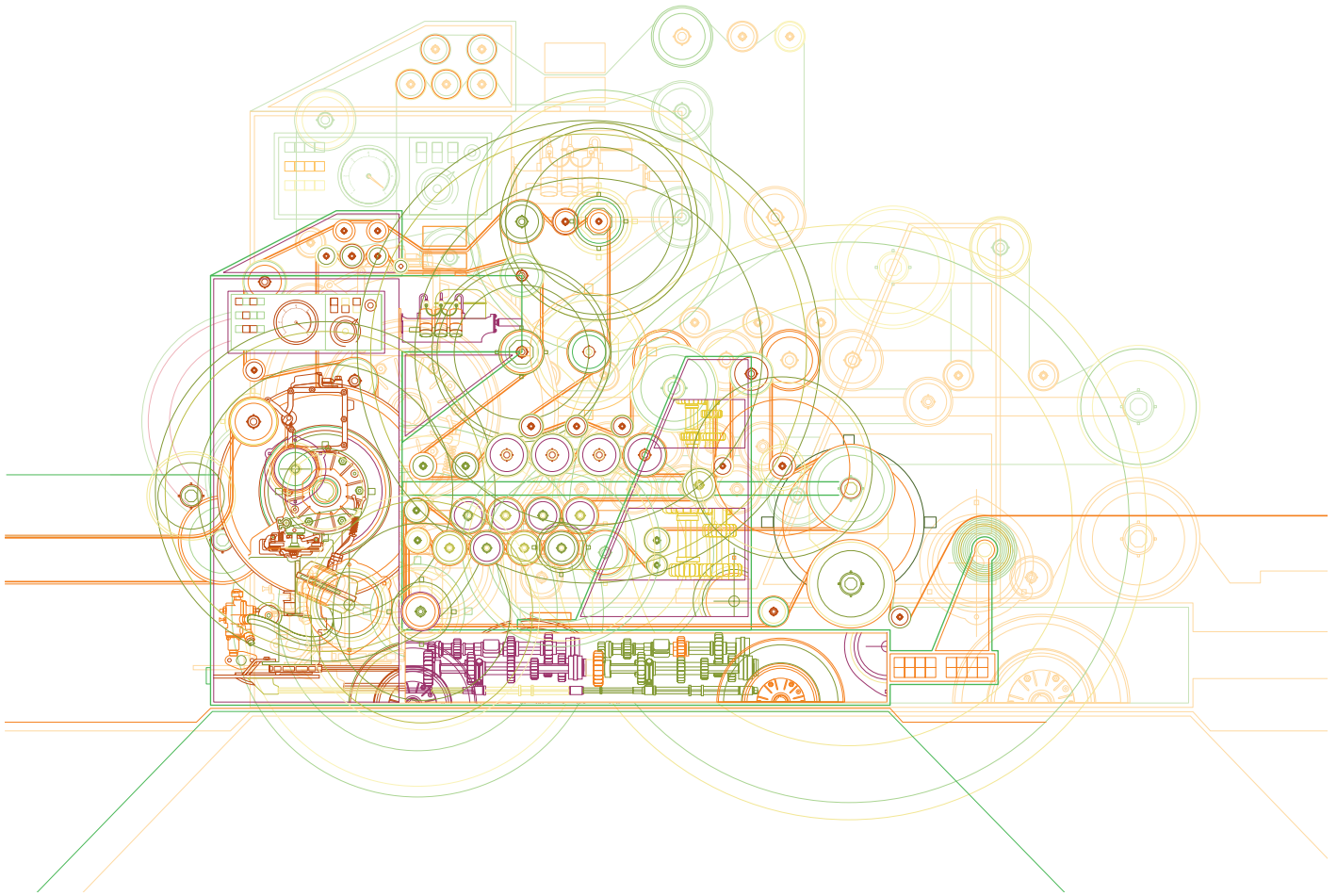
Myllykoski Paper analyzed the various maintenance alternatives and carried out assessments before selecting its partner. In addition to cost savings, production efficiency and usability, the goal was to find the best operating models globally and apply them in Anjalankoski.

The decision was made in June 2006 to move forward with ABB Full Service, and the responsibility for overall maintenance – including 175 employees - was shifted to ABB at the beginning of 2007.

Safety first

The transition was completed successfully and major improvements have been made. A key improvement has been in occupational safety. The partnership has introduced many new ideas about how occupational safety can be improved. For instance, joint occupational safety meetings have been implemented, in order to thoroughly discuss incidents.

Actively monitored occupational safety is just one of the Key Performance Indicators (KPIs) presented in the Full Service agreement. Other KPIs include trends in customer satisfaction, production efficiency and costs, all of which are monitored on a monthly basis and have been selected to provide a comprehensive picture of the situation. For Myllykoski, the most important benefit is that they can now keep the production running as effectively as possible and avoid disruptions in production.



Building partnership and managing change

Myllykoski Paper feels that co-operation with ABB has been very successful. There is a common view about the goals and how to achieve them. There has also been a major change in the organization's operation and ways of thinking. The role of the preparation work and communication in change management was important.

Outsourcing is never an end in itself, and should be based on a distinct analysis on how the development and future of the mill can be secured. To Myllykoski, the best solution was to find a long-term maintenance partner.

It's about complete maintenance concept, sufficient resources for development and introducing the best practices.

Myllykoski Paper wanted to improve the competitiveness of its Anjalankoski paper mill. The paper company wanted to find a solution that would not only focus on cost savings, production efficiency and usability, but also secure the development and future of the mill. ABB had sufficient experience implementing and speeding culture change and was chosen as Myllykoski's maintenance partner.

During the first two years ABB has

- Improved OEE: PM4 +0.9%, PM6 +7.0%, PM7 +5.0%
- Increased production and speed: nine different records set related to speed, overall tons etc.
- Reduced Total maintenance cost by 10% each year of the Full Service agreement (in total \$6.8 million) of savings)
- Decreased amount of accidents to maintenance people by 70% the first year and 66% the second year
- Right-sized the maintenance organization by 21% during the first two years

Delivering high quality service

- Total responsibility of all maintenance actions at Myllykoski site:
 - Daily maintenance
 - Major maintenance
 - Shut down management
 - Replacement capital planning and execution
 - Material and contractor management
 - Energy efficiency management
- All maintenance personnel (169) transferred to ABB
- Long-term fixed price agreement; first agreement term 5 years

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