



## Case Study: PaperlinX Australian Paper Maryvale Mill

PaperlinX is the world's leading fine paper merchant and Australia's principal manufacturer of quality communication and packaging paper. The Maryvale Mill in Gippsland, Victoria is Australia's largest integrated pulp and paper operation and manufactures 538,000 tonnes of communication paper and packaging paper per year. With three pulp mills and five paper machines a combination of fine paper and packaging papers are manufactured.



## The Brief

To ensure the continued success of Australian Paper Maryvale Mill, the entire maintenance structure was reviewed. Several major issues in current maintenance practices resulted in a revamp of direction. A site maintenance philosophy was adopted and an implementation strategy developed 'Maintenance Improvement Strategy (MIS)'. An investment was allocated to the MIS implementation process to provide seamless transition from exiting work methods to newly developed principles. The MIS at Maryvale Mill is a cultural renewal process within the Maintenance and Engineering function, which ensures:

- Every person involved has clearly defined objectives and accountabilities.
- Systems of work are consistently implemented across the site.
- Behavioural gaps in the use of these site measures are addressed.
- The effectiveness of the strategy is continuously measured using consistent measurement methods.

The MIS confirmed that PBS should form the integral hub of all works management. To ensure this, the PBS utilization strategy was developed. This strategy is referred to as the CAPBS (Criticality Assessment PBS) project. The CAPBS project identified primary 'situations' in the current use of the CMMS. Our mission, to effectively utilize PBS as the hub of maintenance was:

- To utilise the equipment owners to improve engineering information within PBS, determine equipment criticality and generate equipment maintenance plans for all maintainable plant. To fully utilise PBS functionality to manage activity, prioritise work orders based on criticality and operational priority and perform effective analysis of maintenance activity.
- To use PBS as an effective asset management tool that supports our maintenance activity through accurate asset information and data, efficient work order management, effective planning and scheduling, accurate cost control and performance measurements.



## Business Benefits

Resources allocated to the project consisted of several specialist maintenance management consultants and an additional 24 staff, hired for the duration of the project. Additional indirect costs are estimated to total \$100,000, which includes increasing site network performance and personnel training. Issues encountered during the course of the project added 5,000 man-hours to original projections. The total labour effort is estimated to reach 50,000 man-hours. Time allocated to the project is 20 months. The project began in September '99 with a scheduled completion date of June '01.

Some of the immediate benefits achieved from the CAPBS project include:

- ° Improved Asset Information and Criticality Ranking.
- ° Improved Work order Information.
- ° Improved Maintenance Planning and Scheduling.
- ° Improved Backlog Management.
- ° Increased Computer Literacy.

## The Outcome

Maintenance and Production now have regular meetings to discuss work priorities. Maintenance personnel have PBS criticality ranking to help convince production personnel that work is required within given timeframes. Production personnel appreciate these facts and help to plan and schedule appropriate down time. Work planning and scheduling has become an essential role in daily work activities. Personnel are able to efficiently manage backlog work and accurately project required labor for following weeks. Planning and scheduling has reduced the number of backlog work orders from 15513 to 6941 in a period of just over a year. This equates to a 55% decrease in backlog size. Maintenance dollars per saleable tonne has been significantly reduced. Representing a 5.5% decrease in maintenance costs site wide. Total cost savings is estimated to be in excess of \$3 million dollars.

PBS once correctly configured with asset and work order data becomes a very powerful tool, capable of self-audit and automatic work order generation. All of the savings above can be linked to the utilization of PBS and its ability to perform works management, stores management, purchasing requests, resource management, and document control.



**we help companies  
become more  
proactive & profitable.  
we don't just promise  
returns tomorrow  
we are delivering  
results NOW.**

Find out what makes us different...

Paradigm Designs Software  
Suite 2, 1 Redland Drive  
Mitcham VIC 3132  
Australia

Tel. +61 3 9872 3533  
Fax. +61 3 9872 6135  
Email. [info@parasoft.com.au](mailto:info@parasoft.com.au)  
Web: [www.parasoft.com.au](http://www.parasoft.com.au)

