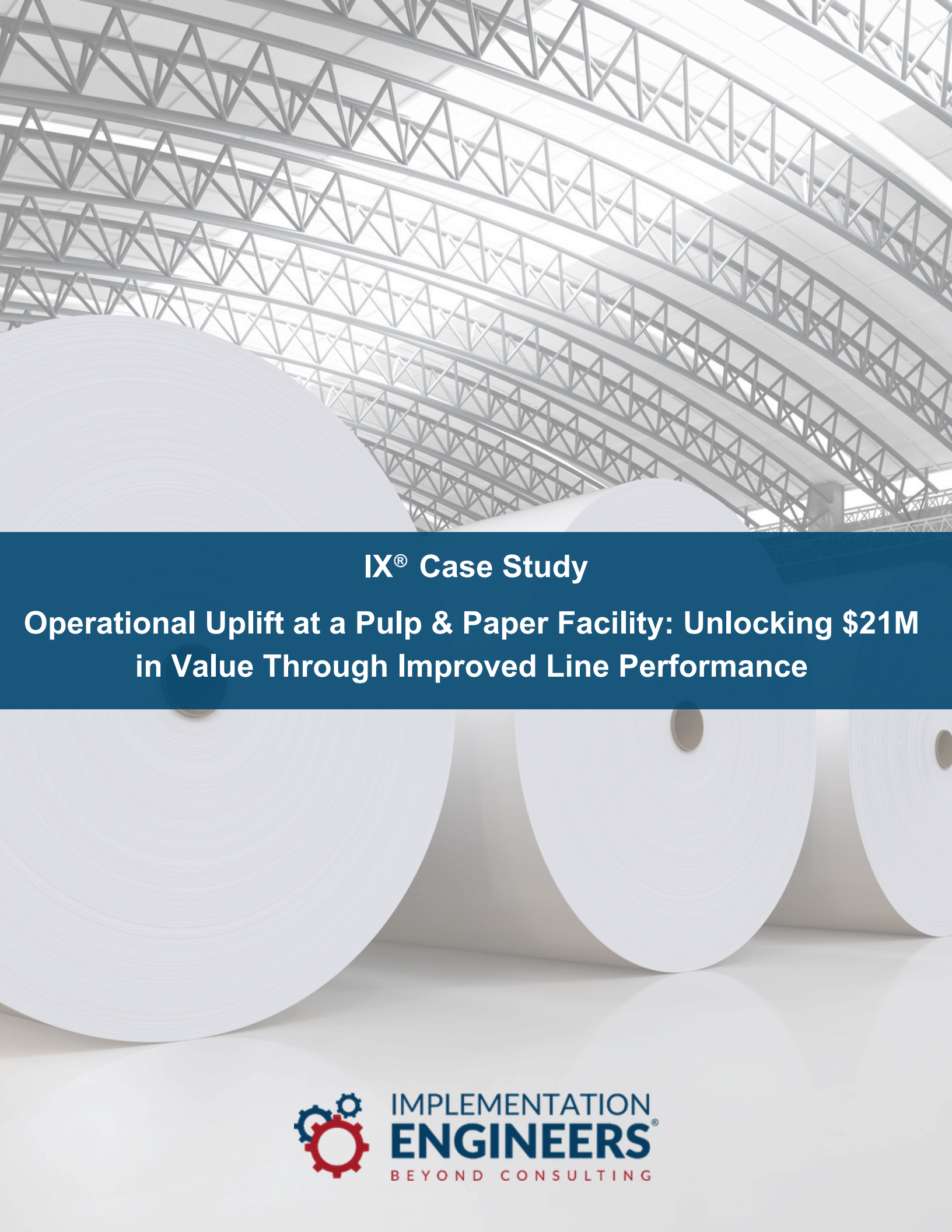


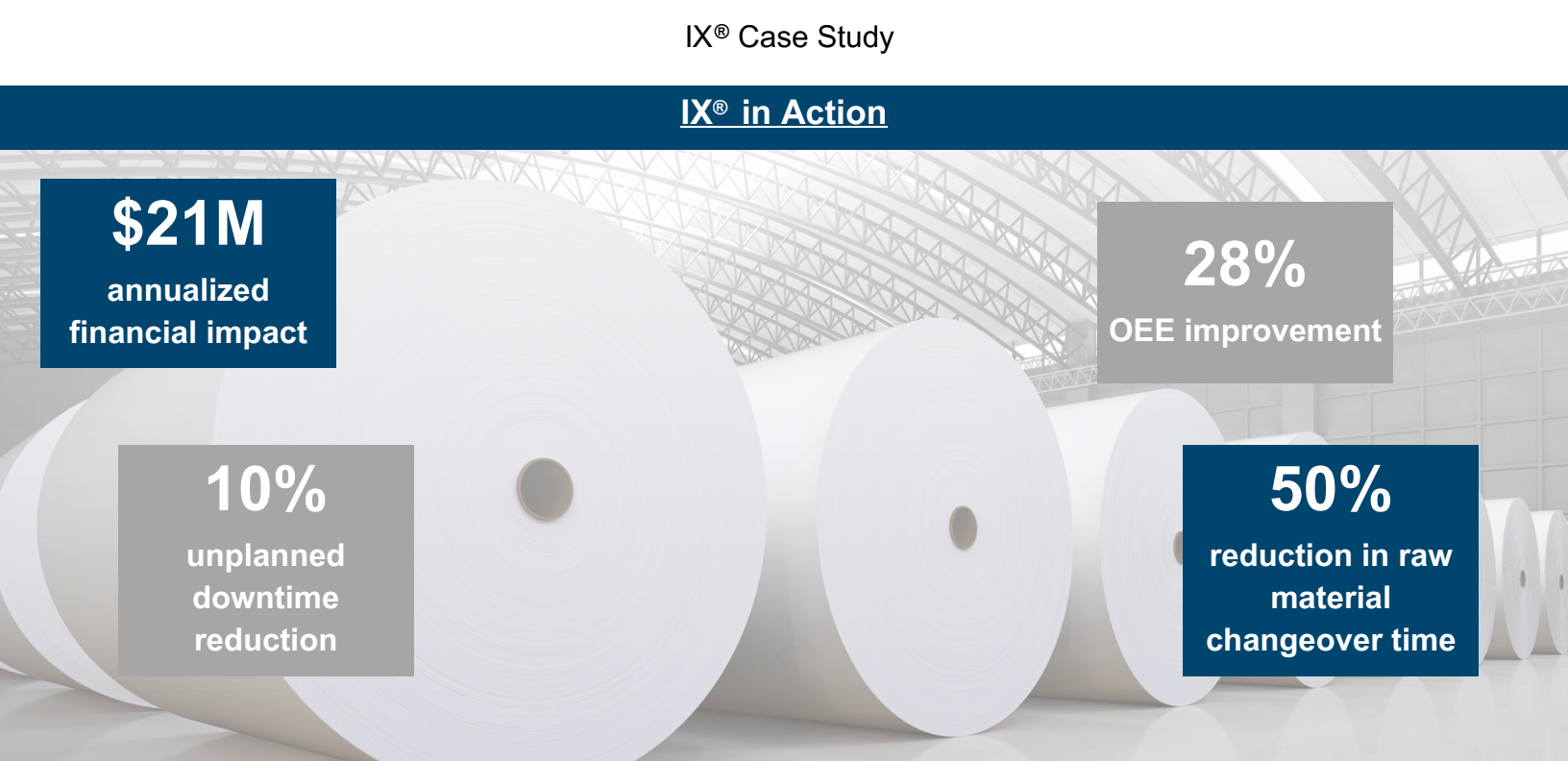


IX[®] Case Study

Operational Uplift at a Pulp & Paper Facility: Unlocking \$21M in Value Through Improved Line Performance



**IMPLEMENTATION
ENGINEERS[®]**
BEYOND CONSULTING

**\$21M**annualized
financial impact**28%**

OEE improvement

10%unplanned
downtime
reduction**50%**reduction in raw
material
changeover time

A multi-billion-dollar pulp & paper manufacturer faced persistent underperformance in its converting operations. OEE averaged 37%—nearly half of what a sister facility achieved (65%). Prior internal improvement initiatives failed to deliver sustainable change, prompting executive leadership to bring in Implementation Engineers.

The mandate: transform performance on three converting lines running 24/7, staffed by 150 employees, the majority represented by a union.

Driving Cross-Functional Execution to Elevate Performance

Implementation Engineers deployed a structured Implementation Execution effort—uniting operations, maintenance, and support functions around a common goal: elevate OEE and unlock \$21M in annualized value.

Key elements during implementation:

- Cross-functional workstreams targeting five focus areas: shop floor performance management, line operating parameters, maintenance, operator skills, and equipment condition.
- Change management built on Kotter principles—driving urgency, aligning leaders, and embedding new behaviors through workshops, communications, and hands-on coaching.
- Simulations and operator-led workshops that translated theory into action—tripling throughput during exercises and identifying immediate improvement opportunities.

Execution Highlights

To achieve sustainable performance gains, our team executed a coordinated set of improvements across equipment, people, and management systems.

- **Line Optimization:** Equipment was reprogrammed for better line balancing and speed control
- **Maintenance Overhaul:** Over 1,000 corrective work orders executed, restoring equipment to OEM baseline conditions
- **Operator Uplift:** Shift-based training drove frontline ownership of performance, backed by standard work and autonomous maintenance routines
- **Management Systems:** Reengineered plant leadership structure, focused roles, and implemented visual performance management tools
- **Sustainability:** Continuous improvement practices embedded into daily operations and supported by supervisory capability development

Summary

The transformation delivered tangible and strategic wins:

- **28% OEE Improvement**
- **50% Reduction in Raw Material Changeover Time**
- **10% Drop in Unplanned Downtime**
- **\$21M in Annualized Financial Benefit**

Moreover, the improved operating discipline and plant conditions enabled the site to support strategic growth initiatives, including the acquisition of a large retail customer with stringent audit standards.

Let's Turn Your Vision into Results

At Implementation Engineers, we don't just execute projects - we transform your vision into operational reality. Our proven 3-phase approach - **Align, Design, Execute** - delivers lasting value, from aligning your team on strategic goals to optimizing operations and driving measurable outcomes. Whether you're aiming to lead your market, boost efficiency, or maximize shareholder value, we're here to make it happen, step-by-step, side-by-side.

Ready to Get Started?

Let's explore how we can bring your vision to life. Contact us today to schedule a conversation. Together, we'll chart the path to your success.

Scan Me



Or visit www.bit.ly/ImplementationEngineersIntro

Learn More: www.implementation.com



IMPLEMENTATION
ENGINEERS[®]
BEYOND CONSULTING