

PERFORMANCE PROOF

MANUFACTURER / INCREASE THROUGHPUT / LARGE CORPORATION

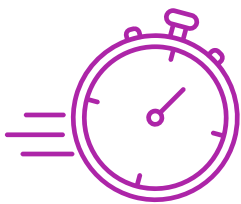
THE PERFORMANCE PROBLEM

Smurfit Kappa, a FTSE 100 company, is a leading global provider of paper-based packaging. One of its UK plants — a maker of cardboard for sheetfeeding — enjoyed significant growth during the pandemic, but suffered lead-time increases from days to months. Constrained by capacity, the site sought help from Performance Solutions by Milliken (PSbyM).

THE PERFORMANCE SOLUTION



PSbyM assisted Smurfit in analyzing losses associated with productivity and developing strategies to increase output. A Pareto chart prioritized drivers for improved productivity:



1. Speed
2. Set-up and changeover times
3. Downtime
4. Waste

THE PERFORMANCE PRINCIPLES

PSbyM's analysis found that the plant's legacy performance measure for speed (square kilometers/hour) is ineffective because:

It fails to reflect varied cycle times due to product mix, making generic targets meaningless — either unattainable or unchallenging.

It fails to identify the true baseline performance of the plant, making it impossible to prioritize the impactful kaizens (i.e., rapid improvement activities).

THE PERFORMANCE PROOF

By mapping key performance measures (KPIs) aligned to the strategic goals of the business, PSbyM defined a standard variance that drives improvement activities based on stock-keeping units (SKUs). This challenged the plant's cultural paradigms and enabled achievement of stretch speed goals. This effort resulted in:

34%

throughput increase

30%

increase in sales

12% to 2%

reduction in variation of speed performance shift-to-shift

THE PERFORMANCE FUTURE

This project is replicable to similar equipment across the Smurfit Kappa organization.



By Ian Gabrielides, Advanced Practitioner, Performance Solutions by Milliken

Are you ready for your Performance Solution?

Contact Phil McIntyre, Managing Director, Performance Solutions by Milliken,
+1-864-503-1359, Phil.McIntyre@milliken.com