Moving On
from a successful project to business-as-usual in Paper Manufacturing

Presented by   Laurent Watremetz

Dora Halmi

Industry Context

- Company is a long-established manufacturer of security paper
- Operations are distributed across multiple sites
- The PI System was first implemented at the main Paper Mill
- The PI System is now being introduced to Printworks under an enterprise-wide project

PM2 PI Pilot – Solution Concept

The solution is using the PI Data Archive and Asset Analytics to determinate, for a given product, the best quality previously achieved, and proposing to the crew the corresponding process parameters

➢ Advisory tool

➢ Start-up recipe

➢ Real-time evaluation of quality

➢ Clear decision making process

Creating Acceptance

The concept had to been accepted from site management and end users

- ✓ Site Management demonstrated strong commitment and agreed of possible financial risks

- ✓ Solution and concept are easily transferable

- ✓ The technical level of the solution is aligned to the site's maturity toward data intelligence

- ✓ Solution can be aligned to existing processes from supporting functions

- ✓ Solutions are presented as 'tools' to the operators, improving on current practices

- ✓ Operators are involved in projects from conception

- ✓ Lower value PI System enabled solutions are encouraged and delivered

PM2 PI System Pilot – Pilot Results

The solution was designed as a PI ProcessBook prototype and ran for 6 weeks. Over that period, savings of £50k were achieved and benefits of the solution demonstrated. Additional unquantifiable benefits were highlighted

- ➢ Reduction in number of spoil bars to store and reprocess

- ➢ Reduction of papermachine energy cost

- ➢ Increased papermachine production rate

- ➢ More consistent product for print works

- ➢ Clearly defined decision criteria and accountability

- ➢ Reduction in QC testing allowing reallocation of resources

- ➢ Increased visibility of other issues and opportunities

- ➢ Improved troubleshooting tools

PM2 PI System Pilot – The After Project

At the end of the Pilot phase, the project team returned to their respective functions, and savings stopped. The site wanted to ensure that the promised saving were delivered, and the following actions were decided

➢ Aligning and embedding the PIMP process steps within existing procedures and work instructions

➢ Creating an automated benefits tracker for finance department and site management

➢ Transposing the PI System solution to other machines

➢ Developing a robust management system for the site data systems

Embedding the PIMP process

In order to continue to deliver benefits without any further interaction from the project team, the solution had to sit within existing processes

➤ Dissecting the overall process into small action steps

➤ Distributing the new required action steps across the right departments

➤ Integrating these into existing SOPs

Embedding the Benefits

Event Frames and PI DataLink provided a way to construct a semi-automated, standardised report that could be communicated up to site management

- ➢ Agreeing and documenting the Financial calculations and definitions

- ➢ Setting Event Frames triggers and attributes as per definitions

- ➢ Building an Excel spreadsheet and graph

- ➢ Distribution monthly to Operational management
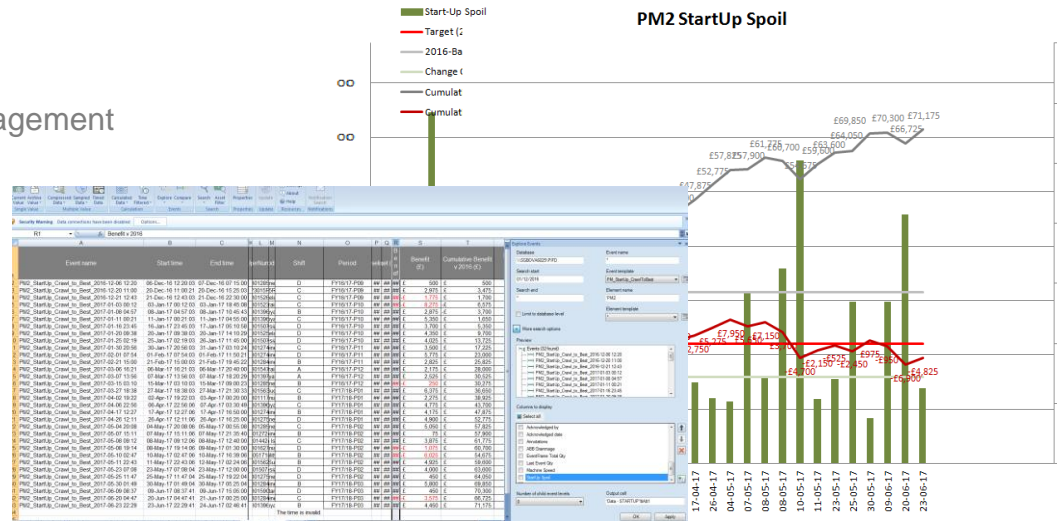
Deploying the Solution

Asset Analyses and PI AF template structure enables a fast roll out of the solution to other papermachines

- ➢ Reviewing tag naming convention to enable alignment

- ➢ Backfilling calculations for new analyses

- ➢ Deploying template elements by Copy+Paste
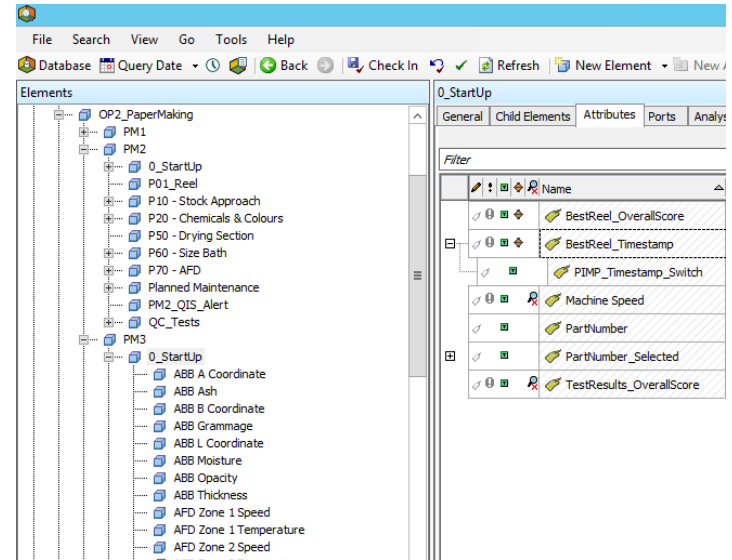
Operational Intelligence Group

The site Operational Intelligence group was then created to develop and support OI Solution focusing on two aspects:

➢ Setting a small dedicated team

➢ Incorporating other Data systems

➢ Creating a structure management system
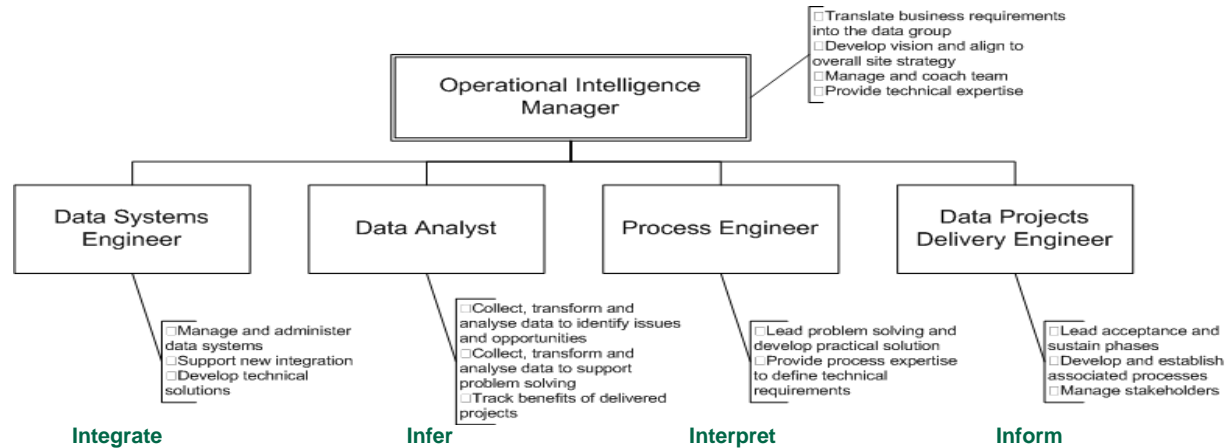
The Results ….

The PI System is driving both financials benefits and cultural changes

➢ Ca £200k saved over 8 months

➢ A mill ready to embrace data

➢ A pipeline of project ideas

With a very high **67% Net Promoter Score**, data is perceived as an essential tool to deliver improvements and financial benefits, with recurring key words including Use, Performance, Information, Improvement…
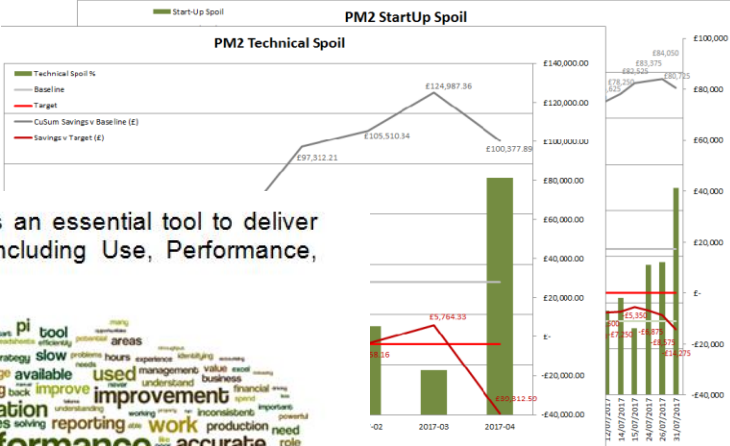
Moving On
From Project to BAU

COMPANY and GOAL

A pilot showed that a PI System solution could deliver significant benefit. The business decided to roll out the solution, and ensure that savings are captured

CHALLENGE

The project team is owing the solution, resolving issues and monitoring saving

- Benefits not sustained
- Project team still responsible for saving delivery

SOLUTION

Embedding a robust management system

- PI AF templates for structure and control
- Event Frames for financial reporting
- OI team to drive with TechSupport

RESULTS

On track for £0.5M

Data acceptance good

- PMs financial results
- Structured KPIs
- Survey results

Laurent Watremetz

lwatremetz@yahoo.com

Operational Intelligence Manager

Dora Halmi

Data Projects Delivery Engineer

Questions

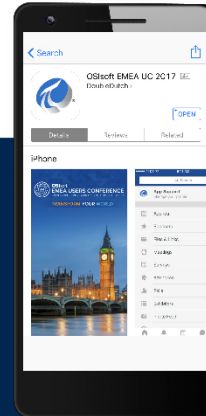Please wait for the **microphone** before asking your questions

State your **name & company**

Please remember to…

Complete the Online Survey for this session

Download the Conference App

- View the latest agenda and create your own
- Meet and connect with other attendees

Search **OSIsoft** in the app store

Download on the App Store

GET IT ON Google Play

HTML5