



EUROPEAN RESULTS

INNOVATION EXCELLENCE

Exafit-XL Project : RORSCHACH

Team members: *Andreas Berginer, Jan Bennewitz, Gwen Aubry, Laurent Marre, Anto Sarcevic, Hermann Plangg, Javier Rudi*

A cross-divisional team of 4 members (production; R&D; commercial; supply chain), developed a revolutionary new foam to ensure a constant caliber across the web which then eliminated the very slow grinding process step.

The team also looked at the material widths used and proposed an investment in a Corona station to enable coating in full coater width. The payback on the investment was less than 2 weeks and an additional roll is now made with each log.

These innovations led to a 50% efficiency increase in three different process steps for the 550 000 square meters coated yearly. Quality issues related to the original foam composition were eliminated and customer complaints have been reduced to almost zero. The savings have been calculated at some £820 000 per year. Increased customer satisfaction is expected to lead to additional orders.

The judging panel assessed the innovation excellence applications in terms of measureable operational effectiveness and customer satisfaction and were impressed by the product development, the engineering challenges, and the accomplishments of the cross functional team in serving the customer with a higher quality product achieving a higher margin for the company.

SERVICE EXCELLENCE

Automotive Service Improvement – ASHTON

Team members: *Cathy Poole, Dave Ward, Chris Hackett, Claire Bradbury, Chris North*

A cross-divisional team of 5 people from purchasing, production, supply chain, technical set about improving delivery performance to automotive customers out of Ashton in particular for 3139. They achieved this by :

- resolving supply issues both on late delivery and poor quality of the base cloth imported from Asia,
- improving the quality of jumbos for the AT calendar thereby reducing waste and ensuring better delivery performance,

- reducing the time between manufacturing and shipping thanks to the flexibility of the shipping department,

The judging panel assessed the service excellence applications in terms of the demonstrable commitment, from all areas of the business, to putting the customer first. The panel was impressed by the significant 30% improvement in RLIP, the proactive approach of the purchasing team, the cooperation and engagement of those working in the converting and shipping departments. Working together as a team clearly demonstrates their commitment to service excellence within Scapa.

CONTINUOUS IMPROVEMENT

102 Coater - Project Management : Valence

Team members : *Frédéric Orti, Benoit Garnier, Ludovic Chalamel, Christophe Vignal, Viviane Martin, Didier Gandil, Laurent Cerdan*

A cross-divisional team, including members from Commercial, R&D and Quality, Supply chain, Health & Safety, Engineering and manufacturing, had the challenge to implement one of the biggest coating line refurbishments ever done within Scapa. This involved a detailed risk analysis and project plan to ensure that all the critical phases of the project were handled well and that the 6 week shut down of the line did not affect service to customers.

The judging panel assessed the continuous improvement applications on the measurable achievements in enhancing company profitability, maximizing customer satisfaction and reducing cost as well as the use of appropriate methods that are transferable to other areas of the business.

The panel was impressed by the commitment of the team which led to the project being completed on time and on budget. Customer service was maintained throughout the six week shut down and sale of products from line 102 was even above budget during the period. The engagement and the flexibility of the shop floor workers are to be commended. It is remarkable that no incidents or accidents occurred despite the fact that some seven external companies were working simultaneously.