

# Manufacturing Reliability

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*Identifying Goals to Reach the  
Bottom Line*



# Objective of this session

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- Interactive session to create

Vision

Mission

Strategy

Goals

Regarding Manufacturing Reliability



# Objective of this session

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- Participation from Panel of Experts

and Audience of Experts



# Our Panel

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- **Dr. Carol Vessier**, RONAMAX
- **Mr. Renato Friggi**, Votorantim Celulose E Papel
- **Joel Black**, Aladon LLC
- **Joe Konkel**, Georgia-Pacific



# Our Agenda

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- Discuss the aspects of goal setting
- Review/discuss PIMA MR  
Vision, Mission, Strategy
- Discuss/develop your goals and make them the goals of the MR group



# Goal Setting - Defined

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Presented by Joel Black,  
President & Chief Operating Officer  
Aladon LLC



# What is a goal?

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- ‘Point marking the end of a race; Object of effort or ambition; destination’

*Oxford English Dictionary*

- ‘The end towards which effort is directed; aim’

*Webster’s Dictionary*



# A goal is an objective

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...in business a goal must be defined, agreed upon, signed off, and monitored for completion

...which means that goals must be measured against performances



# How to develop goals

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- Ask the users, customers and/or clients – what do they *want*
- Define precisely why they want it
- Develop measurements
- Define the existing state and proposed state
- Ensure that the goal is achievable within the desired timescale



# Goals do not include

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- ...how the goal is to be achieved – rather define what the goal is
- ...the strategy (or strategies) to deliver the goal, but the goal must come first
- ...alternative strategies that may be under consideration and required to achieve the goal
- ...more than three objectives for any one year



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**.... so a goal is a destination, it is  
not a journey – the strategy is the  
journey**



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Tie goals to measures that matter !!!!



## Example of a goal

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- To increase availability of the paper machine PM1. In 2004 the availability was 89%. The target for 2005 is 94%. Availability is defined as the proportion of planned time that the machine is available to operate and deliver first quality product. Unavailability costs the company \$80 000 per day.



# PIMA MR

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- **Vision**

**To create a paper industry culture focused on performance of manufacturing assets that demonstrates leadership among all industries**



# PIMA MR

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- **Mission**

**Use MR as a tool to improve safety,  
reduce cost of goods sold, and  
maximize revenue**



# PIMA MR

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## ■ Strategy

- a) Evaluate \$\$ value of reliability improvement
- b) Cultivate executive support
- c) Focus on defining the required culture change
- d) Engage the entire organization in MR
- e) Emphasize a life cycle cost perspective
- f) Partner with suppliers in goal setting I.e. risk contracts
- g) focus on priorities of the business



# Probable Goals Could Focus on:

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- Improve reliability by 10% - uptime, 1st quality product
- Improve employee skills through participation in RCM, reliability efforts
- What is the value of improving reliability by 10% - \$\$ saved, increased capacity (pre-requisite to enlisting executive support)



# Probable Goals Could Focus on:

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- **Procutivity**
- **Cost**
- **Quality**
- **Respect Health & Environment**
- **On time shipment to customers**
- **Manage excess capacity capability to run most efficiently**
- **Identify and focus on bottlenecks**

