

Delivering More with Less in Challenging Times

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PIMA Mill Managers Panel

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Why is our business so different?



- Flat Globe/competition
- Non Paper competition
- Product substitutions
- Elimination of Paper as media

- Mill Operations
 - Pressure to reduce costs
 - More regulations to meet
 - Resource availability
 - External Demands
 - Changing demands on Mill with respect to the business

What are the key objectives for your business?

- Stay in compliance- Safety, Environmental & Business
 - People in these roles have to be great at what they do! NO EXCEPTION!
 - Systems to maintain compliance require regular PM
 - Set examples with your actions
- Product management
 - Consistent product – how do you measure customer expectations
 - Consistent process – Method of delivery – statistical basis
- Process management
 - High expectations for suppliers
 - Internal customer approach
- Profitability management
 - Find ways to be entrepreneurial in bureaucratic environment
 - Focus on key elements for profitability
 - Making money not necessarily tons!
 - Basis for comparison important \$/day vs. \$/ton

PEOPLE



Building an effective Team

- People require more work & different approach from the process. Use of Feedback & Recognition.
- Geography can dictate approach (Building vs. Free Agent)
 - Poor – develop team Good – recruit team
- Develop effective dialog with Team
 - Communicate, communicate, communicate
 - Make Process Simple & Targets quantifiable
 - Promote & expect Candor
 - Resources deployed effectively???
- Building a Leaner/Effective Staff
 - Identify Future opportunities vs. Current Performance
 - Expect intra mill use of resources
 - Find ways to engage all levels of the organization

PROCESS



PROCESS IMPROVEMENT

- How do you maintain a stable operation? Method?
- Identification of Opportunities:
 - Expectation high for new ideas
 - Networking to find solutions
 - Delivery of finished product
- Management of Deviations
 - Incident findings & follow-ups
 - Safety & compliance principles adhered to
- Business Functions/Corporate support

PRODUCTS

The image features a solid teal background. In the center, the word "PRODUCTS" is written in a light teal, serif font with a thin black outline. Behind the text, there is a faint, semi-transparent graphic of two hands shaking, symbolizing a deal or agreement.

PRODUCT RECOGNITION

- What does your customer base expect from your products?
- How do you measure success?
- What are the opportunities within your company to have your products better positioned?
- What process is used to deliver consistent product?
- How do you keep your products meeting customer expectations?

Survivor Mill Manager version

“ It’s lonely at the top! ”



- Communication outside the mill
 - Good , bad and ugly on timely basis to your manager
 - Other Mill managers in company to bounce ideas and compare approaches
 - Time for support staff one on one to keep them part of the team
- Communication inside the mill
 - Be available, be visible in the mill, Quarterly meetings
 - Use several types of media to reach employees and community for delivery of information.
 - Find ways to test the communication skills of your team

PROFITABILITY =
PEOPLE + PROCESS +
PRODUCTS

