

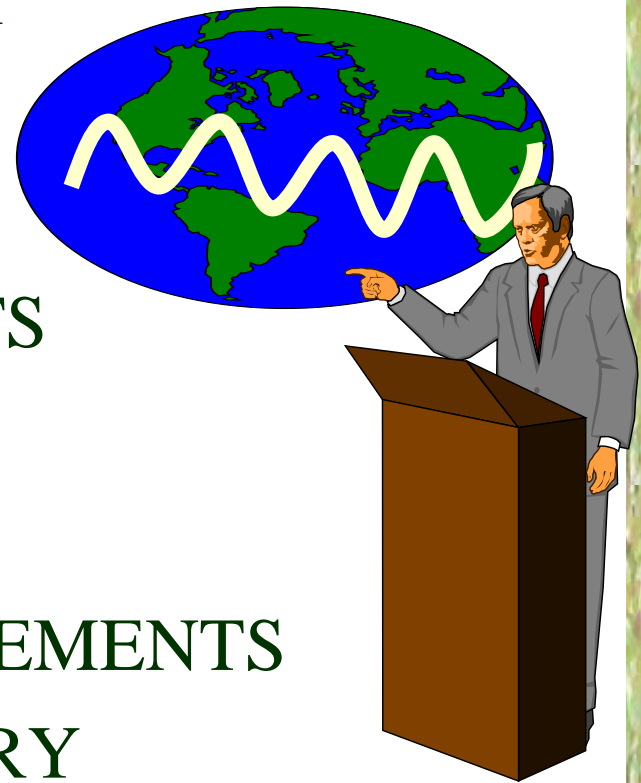
BUSINESS - ORIENTED MAINTENANCE

Celso Foelkel



MEGATRENDS

- ✓ FRAGMENTED MARKET
- ✓ VOLATILE MARKET
- ✓ GLOBAL MARKETS
- ✓ COMMODITY PRODUCTS
- ✓ DECLINING PRICES
- ✓ LOW PROFITABILITY
- ✓ HIGH CAPITAL REQUIREMENTS
- ✓ SUSTAINABLE FORESTRY



MEGATRENDS

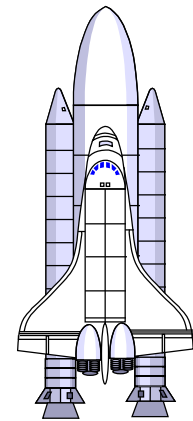
- ✓ SCALE OF PRODUCTION
- ✓ CONSOLIDATION / MERGERS
- ✓ INFORMATION / INTEGRATION TECHNOLOGY
- ✓ ENVIRONMENTAL RESTRICTIONS
- ✓ ECO-FRIEND INDUSTRY
- ✓ SAFETY & OCCUPATIONAL HEALTH
- ✓ CLOSED SYSTEMS



“FEWER PLANTS / HIGHER CAPACITIES”

DRIVING FORCES

- COMPETITIVENESS
- COST EFFECTIVENESS (CAPITAL / OPERATING)
- PRODUCTION STABILITY / FLEXIBILITY
- WISE UTILIZATION OF RESOURCES
 - MAN
 - WOOD
 - ENERGY / CHEMICALS
 - MACHINERY
- NEW MARKETS AVAILABILITY



DRIVING FORCES

- **PROVEN TECNOLOGY**
- **DISTRIBUTION**
- **QUEST FOR SURVIVAL**
- **QUALITY STABILITY**
- **HUMAN RESOURCES (INTELLECTUAL CAPITAL)**
- **REDUCTION OF ALL WASTES**
- **PRODUCTIVITY**
- **MAINTENANCE**

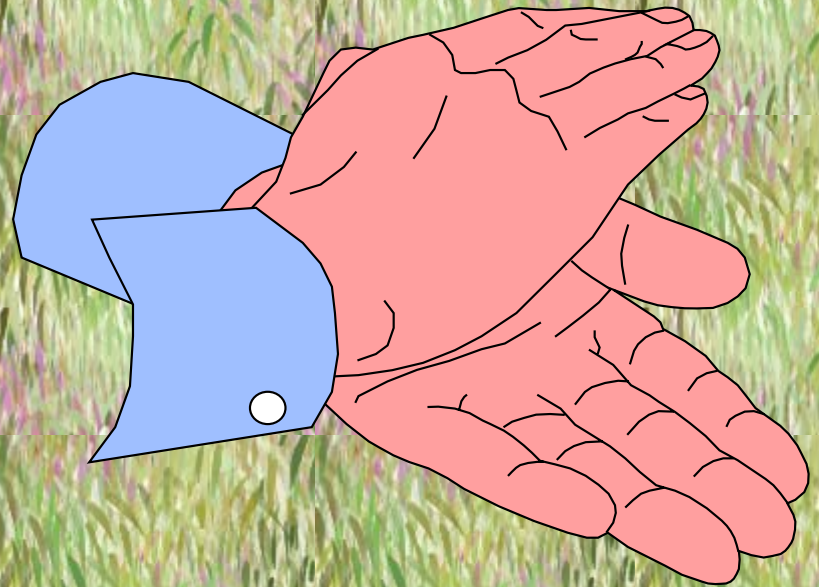
ALL THIS MEANS

**FOCUS ON
THE
BUSINESS**

EXCELLENCE

SIMPLIFICATION

- THE SIMPLER
- THE BEST



MAINTENANCE

- ⊗ AVAILABILITY (USE OF AVAILABLE MACHINERY)
- ⊗ OPERATING EFFICIENCY
- ⊗ HIGHLY EFFICIENT PROCESS
- ⊗ RIGHT DESIGN
- ⊗ OPERATING CONDITIONS
- ⊗ EMPOWERMENT OF OPERATOR
- ⊗ FOCUS ON PROBLEMS SOLVING

EMPOWERMENT OF OPERATORS

- # **AVOID ROUTINE TASKS**
- # **WORK FOR RESULTS**
- # **AWARD SYSTEM**

EMPOWERMENT OF OPERATORS

- # PROCESS CONTROL LINKED
- # WIDE INTEGRATION
- # WHOLE MILL CONCEPT
- # AVOIDING DISTURBANCES IN PROCESS

EMPOWERMENT OF OPERATORS

- # **HIGHLY QUALIFIED PEOPLE**
- # **JOB ENLARGEMENT**
- # **MONITORS / ANALYSTS / PURCHASERS OF THE REQUIRED SERVICES**
- # **PRODUCTION ORIENTED**

LIFE CYCLE COST



LOWEST COST

SIMPLIFICATION





**THE NEW
MANAGER' PROFILE**

PROFITABILITY

MARKET POSITION

COMPETITIVE
POSITION

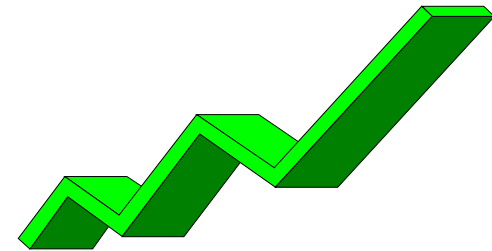
PRODUCTION
POSITION



MAINTENANCE MANAGERS

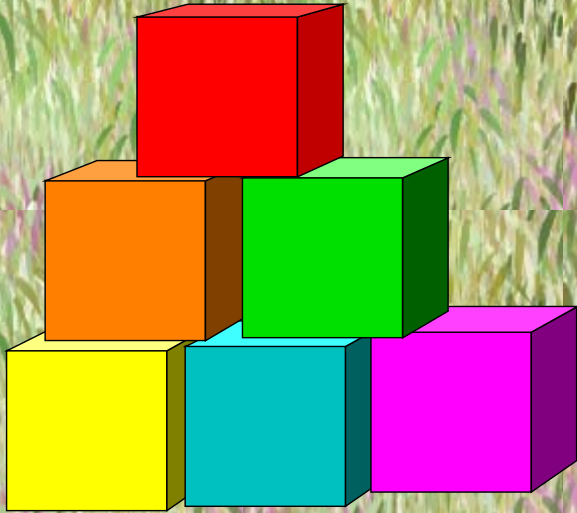
KEY PEOPLE TO GUARANTEE

- LOW COST
- HIGH PRODUCTION
- HIGH OPERATING PERFORMANCE
- HIGH QUALITY
- SUCCESS IN THE BUSINESS





**MILLS HAVE TO RUN AS
MUCH AS POSSIBLE**



**PROCESS INDUSTRIES ARE
PRODUCTION ORIENTED**

The image features three stacks of gold coins. One stack of two coins is positioned at the top left, another stack of two coins is at the top right, and a third stack of two coins is at the bottom center. The coins are rendered in a simple, cartoonish style with a yellow-gold color and a dark outline.

**COMMODITIES ARE
LOW PRICE PRODUCTS**

MAINTENANCE INDICES OF PERFORMANCE

ADMINISTRATIVE

TECHNICAL

**COST
RELATED**

BUSINESS PERFORMANCE



**ALL SAVED CENT
TURNS IN A HUGE FIGURE
IN THE
YEARLY BASIS**

FOCUS ON BUSINESS PERFORMANCE

NOT
ON

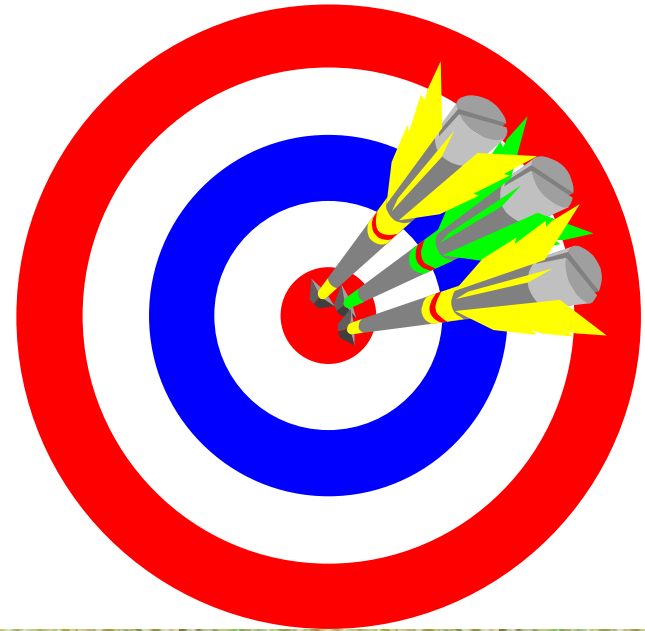
CUTTING COSTS UNTIL SEEING

WHAT RESULTS

OR
WHAT LASTS!

MANAGEMENT TEAM

- OPERATION
- ENGINEERING
- MAINTENANCE
- R & D
- SALES / PURCHASING
- ACCOUNTING



MANAGEMENT TEAM

IS TO ACT

AS A TEAM

AS ENTREPRENEURS

AS PEOPLE MOTIVATOR

**MONEY IS NOT
A GIFT PROVIDED
BY THE TOP
MANAGEMENT TO
BUY A NEW “TOY”**



MONEY IS SPENT TO HAVE A RETURN

BUSINESS SUCCESS DEPEND ON THIS

