The Myllykoski Group’s Anjalankoski paper mill in Finland manufactures printing paper using three paper machines and one coating machine. The mill’s production capacity is 560,000 tons, from which 350,000 tons is uncoated printing paper and 210,000 tons of coated printing paper. Myllykoski Paper wanted to enhance their competitiveness and felt that one of the key areas for improving the productivity is maintenance. The company set out to find a partner for overall maintenance who was expected to be better equipped to change the culture of the maintenance operations.

Myllykoski Paper analyzed the various maintenance alternatives and carried out assessments before selecting its partner. In addition to cost savings, production efficiency and usability, the goal was to find the best operating models globally and apply them at Anjalankoski.

A decision was made to move forward with ABB Full Service®, and the responsibility for overall maintenance – including 175 employees - was shifted to ABB.

The transition was completed successfully and major improvements have been made. A key improvement has been in occupational safety. Actively monitored occupational safety is just one of the Key Performance Indicators (KPIs) presented in the Full Service agreement. Other KPIs include trends in customer satisfaction, production efficiency and costs. For Myllykoski, the most important benefit is that they can now keep the production running as effectively as possible and avoid disruptions in production.

Building partnership and managing change
Myllykoski Paper feels that co-operation with ABB has been very successful. There is a common view about the goals
and how to achieve them. There has also been a major change in the organization’s operation and ways of thinking. The role of the preparation work and communication in change management was important.

“A decisive factor in the selection was that the partner should be capable of developing the operation of the mill. Other important criterion was broad experience in our sector and in other sectors, as well. When shifting maintenance responsibility, experience is also needed in implementing the change. ABB has a complete concept for that purpose and traditionally has strong expertise in electricity and automation processes and energy,” says Tuomo Tuomela, Executive Vice President, Technology, of the Myllykoski Group.

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