



## BRAVIKEN PAPER MILL STREAMLINES MAINTENANCE PROCESSES WITH IFS APPLICATIONS

**“Our previously isolated islands are now part of an integrated flow. We see the entire facility in a totally different way than before and can more easily analyze the way we work. Traceability has also improved,” says Joakim Marklund, maintenance manager at Braviken Paper Mill outside Norrköping, Sweden. The business software from IFS has been live at the mill for more than two years, and he and the users are seeing the results of the investment.**

Before the change, Braviken had a variety of isolated units, and basic data had to be entered several times. For example, the purchasing and maintenance systems were not integrated. Many users were forced to deal with information outside the system. The decision to implement new maintenance software was taken with a view to increasing the efficiency of the mill’s processes, increasing traceability, and making better analyses.

### NEEDED OPEN, INTEGRATED SOFTWARE THAT WAS EASY TO USE

The main requirement was that the solution should be easy to use, but the ease of use was not to be achieved simply by removing functionality. Braviken also demanded that five prioritized processes be integrated: purchasing, inventory, engineering, project management, and maintenance. Moreover, Braviken wanted to retain a number of legacy systems, so the new software would have to be open and easy to integrate.

Braviken selected IFS Applications during 2002 after evaluating a number of vendors in a year-long process.

“The deciding factors were the depth of functionality in IFS Applications, the breadth of functionality in our five prioritized processes, and IFS’ experience in installing similar solutions at the other major paper mills,” explains Joakim Marklund.

### PROCESS RESTRUCTURING

Braviken carefully reviewed its work processes under guidance from IFS and spent more than one and a half years restructuring its processes, mainly related to purchasing, before the software was finally implemented in 2003.

“We based our design specifications on the sub-processes at the beginning of 2003. IFS configured the system according these in the spring of 2003. After the summer, most of the data had been entered, and we began to test the system live. We also made about 10 integrations with our own systems,” said Joakim Marklund.

### ABOUT HOLMEN PAPER AB

Holmen Paper AB is part of the Holmen Group and is headquartered in Norrköping. The company is one of Europe’s leading producers of printing paper based on wood and has four factories in Europe. The total annual production capacity is 1.8 million tons. In 1997, Braviken Paper Mill commenced production of newsprint. The mill is one of the world’s most modern facilities for the production of newsprint and paper for telephone directories, with an annual production capacity of 700,000 tons. The mill has more than 700 employees and three paper machines.



## EXTENSIVE TRAINING

Currently, 500 of the 700 employees at Braviken are using IFS Applications. About half of them use it daily. Braviken invested heavily in training its users, and the results have followed. One hundred and fifty employees were given more intensive training, and key users were trained in certain processes who subsequently trained their coworkers. Infrequent users sometimes find the system somewhat tricky, whereas those who use it daily have few problems.

“Some people feel their level of freedom has been impaired because the work processes are much more structured and require everyone to work in the same way. The benefit of this is that the data entered is accurate, and the information that comes out at the other end is reliable,” adds Joakim Marklund.

Braviken is seeing the result of the change process, although it is too early yet to speak of concrete savings. The previously separated parts of its operations are now part of one flow, processes are better controlled, and it has become much easier to make analyses. Joakim Marklund summarizes, “We have not gone live with the project management components, i.e. integration between engineering and the plant itself, but most of the other components are up and running. Now we are feeling our way forward to find the way of using the system that suits us best. The general consensus here is that the changes enabled by IFS Applications have been very beneficial.”

Braviken Paper Mill has a long history stretching back more than 400 years to the foundation of Holmens Bruk in Norrköping, Sweden. Like many other Swedish companies, its operations are dependent on proximity to water, ore, and timber. In 2000, the company, which has grown into a major group, changed its name to Holmen.

## BENEFITS

- Depth of functionality
- Processes are better coordinated
- Facilitated analysis



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Joakim Marklund, maintenance manager