

Stora Enso is an integrated forest products company producing magazine papers, newsprint, fine papers, packaging boards and wood products, areas in which the Group is a global market leader. In 2001 Stora Enso had sales of EUR 13.5 billion and approximately 15 million tons of annual paper and board production capacity. The Company employs some 43 000 persons in more than 40 countries and its shares are listed in Helsinki, New York and Stockholm.

## Stora Enso Packaging Maintains Competitiveness and Quality Standards with QPR ProcessGuide

### CUSTOMER CASE:



*"If a company has described their process with any other tool in the past, I certainly recommend to start using QPR ProcessGuide immediately."*

*Juha Isomäki, Quality Manager, Stora Enso Packaging.*

### Recognizing the core processes – basis for quality systems

Stora Enso Packaging started their process management project by recognizing and defining the company core processes. CRM, order-delivery – process and the process of a brand new product were discovered to be the leading core processes. Besides these three core processes, eight support processes were recognized.

Stora Enso Packaging has responded to industry specific quality requirements by running standardized systems. ISO 9001 for quality requirements, ISO 14001 for environmental and DS 3027 for hygiene requirements. In order to maintain the standards Stora Enso Packaging has chosen QPR ProcessGuide as a tool to describe the processes and to do the required documentation. The process as such is described as simple as possible and the idea of documentation is to give

deeper understanding of the process steps.

### Quality teams in process-planning

Stora Enso Packaging started describing their processes from the scratch. The set process owners and the quality steering teams were leading the process description process.

Once the process owners and other teams finally came into conclusion on the processes and steps, were they described with QPR ProcessGuide.

### From scattered files into centralized system

The target for the entire process management project, was to gather all information into one centralized system. Stora Enso Packaging was seeking for a flexible and a totally non-paper system for maintaining the quality systems. The management of quality and standard systems are totally moved to QPR ProcessGuide, which in

practice means remarkably less paper and folders. "There was a danger that a quality or a standard system could have turned into a very bureaucratic paper system when most of our time would have been spent in just maintaining the system. If you think that a certain document was in dozens of folders in several localities, only keeping the information up-to-date caused an enormous need for resources. It is essential, that the system supports our work and not the other way round. Therefore we chose QPR ProcessGuide.

The absolute strengths are the possibility to describe our complex processes in an easy and understandable manner, the controllability and the speed of update. We can update all Finnish business process just by one click, from one place and in addition to this, the information is distributed to all quarters in real time" – says Juha Isomäki with great content.

## **Internal efficiency – core for competitive advantage**

Process improvement is not something that happens by itself.

*"The correct and understandable way of describing the processes and how the processes are communicated, are the key-factors for successful process improvement. Once one has succeeded in communication, the internal efficiency shows also to our customers. That is the critical point, when we can maintain and increase our competitiveness" – states Juha Isomäki, Quality Manager, Stora Enso Packaging.*

Because of fast updating speed, controllability and fast publication the time savings are significant, which show in cost savings on the bottom line.

*"Using QPR ProcessGuide brings certain assertiveness to our daily business. On the long term, I would see this as a more efficient way to operate. Not just as a separate and tempo-*

*rary development project. By using QPR ProcessGuide the focus becomes clear, when each employee understands his role" – Juha Isomäki stresses.*

Stora Enso Packaging stresses the importance of clear and simple enough description of processes and the content. This makes it easier to guide a new employee and it is easier for him to understand his contribution to the work. On the other hand, "the veterans" are also using the system and their usage sets requirements for the contents. "When a professional uses the system, the contents can not be anything self-evident and obvious. Therefore we have a very extensive documentation and additional information is certainly available to all who are looking for it" – says Juha Isomäki.

## **One day training for Key Users and the system was built**

Implementation process has been remarkably fast. There was only one day training for Key Users and after that it was possible to start building the model. "QPR ProcessGuide as a tool, teaches you simultaneously when you are building the model. If you are not afraid of computers, you can easily learn to use QPR ProcessGuide. Pretty much it is learning by doing... like in any other areas of life" – says Juha Isomäki. During the first six months, the quality teams and process owners mapped and described all processes and linked hundreds of documents.

## **Changes in ISO 9001 set the pre-qualifications for the selection**

The changes in ISO 9001 requirements influenced on the software selection. In the short list there were three other vendors, but the simulation features and communication possibilities through web, were the determining strengths for QPR ProcessGuide.

User friendliness is the fact that both the developers and viewers thank for. The developers can quickly "speak the

same language" with the system. There is access to the system from each PC in Stora Enso Packaging's offices and from each machinery line in the factories.

Stora Enso Packaging is using also QPR ScoreCard. The good experiences of QPR ScoreCard encouraged the decision making.

## **Successful example for other business units**

In the future, Stora Enso Packaging will utilize the simulation in finding the optimum for machinery lines. Finland is one SBU in the whole concern and they will be the successful pilot for all other units. They have even won twice the internal Stora Enso- and Enso corporate's quality prize.