

# KEYNOTE ADDRESS

## "MILL WIDE MAINTENANCE STRATEGIES" IN PAPER INDUSTRY

Increasing competitiveness in the paper industry forces all producers to extensive efforts in utilisation increase and cost savings. Maintenance has typically been seen as cost factor where cost reduction has to be carefully balanced with equipment availability. In recent years the focus in the paper industry has widened and partners are selected which can combine solid knowledge in

best maintenance practices with the ability to improve equipment and process efficiency. The gain resulting from this comprehensive approach is in most cases a multiple of the benefits achieved with an availability focus only.



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The discussion of experts about the “best” maintenance strategy reaching from break down maintenance, preventive maintenance, time based maintenance, condition based maintenance to the newest concept, the reliability based maintenance is ongoing. It becomes today obvious: only the carefully developed and implemented mixture of ALL of them, combined with the focus on improvement of equipment and process, will give optimum results.

While total outsourcing of maintenance is in certain cases considered and also economical, the trend in the paper industry is going to Total Productive Maintenance (TPM) and Life Cycle Maintenance (LCM). In TPM the mill production, mill maintenance and highly qualified external partners are forming long term partnerships with defined, common targets. The impact and development is closely measured and monitored by KPIs (“Key Performance Indicators”). LCM focuses on the optimum maintenance expenditures over the life cycle of the equipment. Starting from the project phase, where critical maintenance issues are already addressed during planning stage of a plant, this concept develops the optimum maintenance investments over the different phases of the lifetime of equipment.

In many years Andritz has developed the OPE concept, based on the foundation of our extensive equipment and process development, combined with the solid know-how of best modern maintenance practices and strategies. From single machines to complete lines or mills our leading efforts in these new maintenance strategies prompt many of our customers to partner up with Andritz.