



ROI That Exceeds All Expectations

Everyone in our industry is experiencing some of the most difficult circumstances we could imagine. Credit is tight, product take-away is at an all time low and employees are worried about their future taking their minds off being productive. The reality is that these kinds of conditions make it even more important for companies to focus on improvement. Turbo Wood, a subsidiary of Newberg Turbo Paper Group, recently completed a four month engagement at a sawmill in Northern Ontario, Canada where improvements were significant and the company ROI was higher than any project undertaken to date.

The sawmill is located next to a newsprint mill owned by the same company. Employees at the site are part of five different unions and move between the newsmill and sawmill on a regular basis. The relationship between the company and the unions has been contentious for many years. The sawmill was built 12 years ago and unfortunately had never performed as expected.

Turbo Wood came to the site after the Paper Group had been working at the newsmill for nearly a year with great success. Seeing the gains in the newsmill the company asked us to work in the sawmill to produce similar results. Our challenge, however, was that the timeline was significantly shorter. Due to market conditions we needed results in 3-4 months rather than a year.

Since the relationship between management and union employees was strained we began the sawmill engagement with a Cultural Benchmark survey. The results of that survey

became the basis for our preliminary work with the management team during the Leadership Team Advance Process. This 90 day period provided high focus and energy for the management team around key improvement efforts for the facility. At the same time, our work on the mill floor identified tangible changes the team could make to improve results.

At the end of four months the mill had achieved most of the targets set forth in the scope of the project with no capital expenditure. Our accomplishments included:

- Productivity improvement of 10%.
- Recovery improvement of 10%
- Improvement in morale of crews and relationship between them and management.
- Management team members had clearer understanding of their roles and responsibilities.
- Better control of the manufacturing process including inventory control, lumber stacking, kiln drying throughput and quality, log mix and product flexibility.

Any of these things by themselves would provide a payback for our services in a few months. The fact that we accomplished all these things in four months provided an exceptional ROI for the company and benefits that will continue to accrue long into the future.

Times are tough. Companies must spend their discretionary dollars wisely. As you evaluate your options for allocating these investments please include Turbo Wood. We will help your teams make the changes vital to the future success of your company. It is the best investment you can make in your business because it is an investment in your people.

Call us at (503) 780-2855 or at our office.