

Full support for maximum performance



More efficient printing, with results significantly higher than predicted – flexographic printing specialist Incoplast in São Ludgero, Brazil, draws a positive conclusion from a comprehensive collaboration with Siegwerk Process Management & Consulting (PMC). Using the entire PMC product portfolio, the company succeeded in increasing productivity and reducing process costs. Now, Incoplast has introduced a new technology, competitive processes and more capacity for additional business.

“We are surprised at the potential the external expertise has unlocked in our print shop. We didn't expect that.” Júlio Cesar Camello, Vice President Industrial Operations of the Incoplast plant in the state of Santa Catarina, praises the joint successes with Siegwerk's PMC experts. Flexographic printing has always been the

bottleneck in production at the Incoplast subsidiary which is based at the company's founding site. The company had actually planned to buy a sixth press to eliminate the bottleneck and finally achieve the target it had set itself of 500 tons of production per month. Today, one and a half years after the start of the optimization





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Júlio Cesar Camello
*Vice President Industrial Operations
 Incoplast/SC*

processes with Siegwerk PMC, the company with its three sites does not need to make this major investment. The existing five machines now have so much capacity that they can handle a lot of new business. Júlio Cesar Camello: “We now have very modern processes at top standards. These are the best prerequisites for new challenges.”

Significant process cost reductions

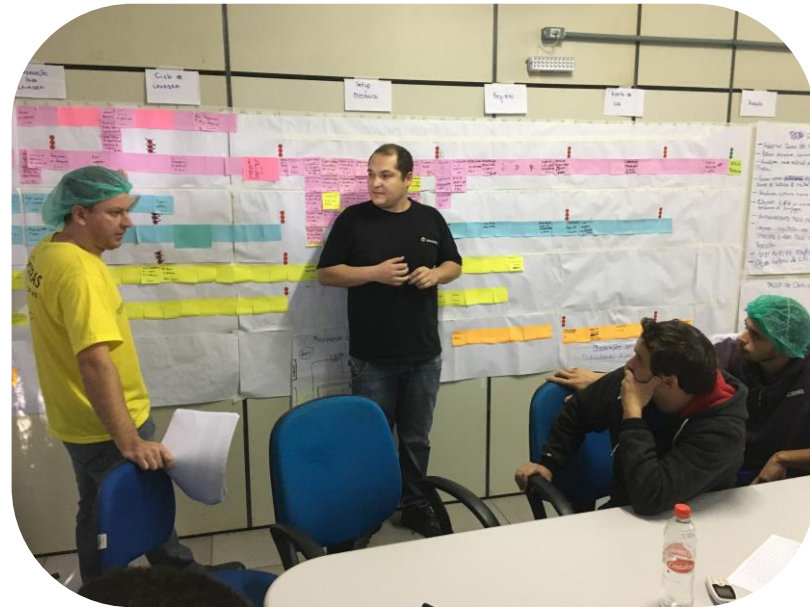
The results of the comprehensive restructuring project in the Brazilian south: the performance of all presses increased by more than nine percent, despite smaller batch sizes (minus 22 percent). This was achieved by a 44 percent increase in print speed, a 37 percent reduction of set-up times and downtimes that were reduced by 15 percent after the first workshops.

Because Incoplast is now not only operating more effectively than ever before, but also uses fewer ink series with improved print results as part of the project, the changes are also having a direct impact on the books: Incoplast was already able to significantly reduce process costs around the flexographic printing plant in the first year after the project was initiated.

44 % higher print speed

Siegwerk PMC was thus able to keep their promise made at the beginning of the project, according to which the customer from Brazil would be able to significantly reduce their costs in the first 12 months

with effective use of the PMC tools. This goal has not only been delivered, but was exceeded by 16 percent. Incoplast Plant Manager Ezequiel Stang Coan: “Beyond the real economy, we also benefited from



The set-up workshop with shift supervisors, printers and Gerson Junior, PMC Siegwerk (middle) already shows the first process optimization opportunities.



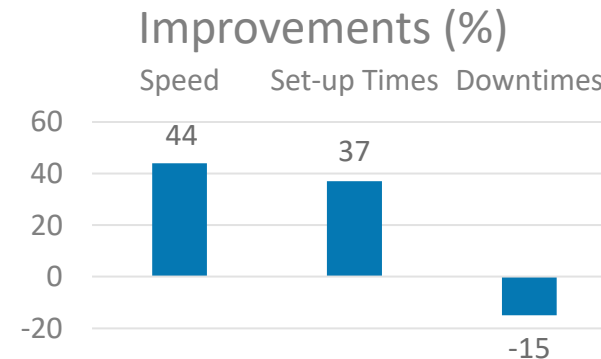
Process optimization: At Incoplast, they appreciate the know-how transfer and the consultants' distinct ability to "listen".

the transfer of know-how." The secret of the success story from Brazil: on the one hand, Incoplast was ready to accept any support from its ink supplier, and at the same time Siegwerk was able to apply its entire range of customer support tools to this case: From Technology (optimized ink) to InHouse and On-Site Consulting. "Incoplast is an ideal blueprint for what we are capable of achieving, and that is why the success is so clear." Frank Dauth,

Head of Global On-Site Consulting Services at Siegwerk sums up the work done. He also supported the local project manager, Gerson Junior, on site. "When we get the opportunity to combine our services, the success multiplies. That became very evident in this project." The large Siegwerk PMC package tackled many adjusting screws at Incoplast, leaving no existing process untouched: The previous 50:50 InHouse was

completely transferred to Siegwerk, so that the processes could also be restructured, modernized and made more efficient by an investment in a dispensing system. In a number of workshops, the PMC team systematically addressed the issues of printing speed, set-up and downtimes. The improvement opportunities were uncovered, processes were compared to industry benchmarks, and optimizations were implemented on site. The Siegwerk consultants also introduced new processes and tools. Today, responsible staff at shop floor as well as in administration have a daily overview of the performance of the machines. "This transparency is very

important to maintain our current top standard." says Ezequiel Stang Coan. The intensive personal cooperation on site further contributed to the success: A two-person PMC team from Germany (Frank Dauth and Sascha Kurth), together with the Brazilian PMC expert Gerson Junior, led a total of six one- and two-week workshops on site in São Ludgero. Around ten participants worked their way through the topics in each workshop. From the outset, the Incoplast managers liked the fact that the external supporters provided a great deal of practical knowledge about flexographic printing and were able to compare the efficiency of their own team with industry





“Beyond the real economy, we also benefited from the transfer of know-how”

Ezequiel Stang Coan
Plant Manager
Incoplast/SC

benchmark data. The tools and methods of the ink manufacturer clearly revealed the improvement points and potentials within the company, Print Coordinator Júlio Padilha reports. The clear structuring and practical implementation in the cooperation with Siegwerk were very helpful, he says. “The external view is very valuable.”

Good personal contact: “Our people developed trust”

“Disciplined and very well organized” is how Júlio Padilha perceived the Siegworkers. Above all, he praises the external experts’ ability to “listen carefully.” His Incoplast colleagues never had the impression that something was imposed on them. All team members at all levels felt equally involved, reports Plant Manager Ezequiel Stang Coan. The teams could already see the success of the changes during the workshops, and that motivated them. Our staff developed trust, quickly identified solutions, a mind-set of continuous optimization emerged, and it's still contagious.

Cultural differences between the experts from Europe and the printers from Brazil were noticeable, they admit at Incoplast. After all, the Germans don't speak Portuguese and the South Americans at the presses don't speak German. But the

team quickly overcame this supposed hurdle - the language difference was levelled with a very personal approach, and the Brazilians soon found the clearly structured organizational culture helpful, reports Ezequiel Stang Coan. The team realized that this was good for business. The mind-set changed quickly here.

Shorter set-up times, higher printing speed and less downtime.



More speed for more capacity: The printing speed at Incoplast could be increased by up to 80 percent.



Room for more business: In the past Flexo printing was a bottleneck at Incoplast's site in São Ludgero. Today it provides capacity for new business.

The ball is rolling: There is still a lot to be done. In São Ludgero, they don't want to stand still with what they have achieved. At Incoplast, they are now pleased to have top level processes, production is lean and fast, the 500 tons of monthly output have long since been reached, and they now have more capacity for new business. Now it's a matter of keeping the success going. Ezequiel Stang Coan puts it in terms of soccer, something his

countrymen are known to know a thing or two about: The ball is now on the pitch and wants to be played, he says. "There is still a lot to do." The pitch is ready.

16 % higher savings than planned



Júlio Padilha, Incoplast, (left) and printers are guided by PMC Siegwerk to analyze root causes of various downtimes.

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