

# Holmen streamlines maintenance, supports uptime, and reduces costs with IFS enterprise asset management solution



An IFS customer since 2002, IFS offers Holmen enterprise-wide asset management (EAM) and resource planning (ERP) capability, conferring specific advantages for preventive maintenance of its mills.

Holmen's business concept, to own and add value to the forest, has resulted in operations spanning several sectors. Sustainable forestry of over a million hectares of the company's land produces around 3 million cubic meters of lumber a year. Two mills, in Sweden and the UK, supply over 0.5 million tonnes a year of premium paperboard for conscious brands in sectors such as cosmetics, electronics, pharmaceuticals and food. Two mills in Sweden produce 1 million tonnes per year of innovative paper products of fresh fiber, suitable for magazines, books and advertising, while five sawmills generate 1,6 million cubic meters of sawn timber and construction products for the joinery and construction industries. Finally, Holmen's Renewable Energy division generates over 1TW of green energy from hydro and wind power, supplying to Holmen's Swedish mills and manufacturing facilities and exporting to Sweden's grid.

When the division Holmen Paper initially selected IFS in 2002, it replaced a number of own-developed, non-integrated legacy system and a system landscape that was not scalable to grow their business. In 2013, they harmonized their maintenance system and today, they have a full system spanning most of the group and a system which can easily be rolled out when they acquire new businesses.

## Maintaining multiple mills, streamlining business processes

Holmen has around 3000 users accessing IFS solution capabilities for Maintenance, Procurement, Finance, Warehouse and Project capabilities throughout the business, particularly supporting the paper and paperboard divisions. Operational requirements are diverse and demanding. For example, each of Holmen's mills has hundreds of thousands of objects that need to be monitored for maintenance.

David Lyrén; Technical Manager, Holmen Paper, Hallsta Mill, explains: "Ensuring uptime is critical for our mills, and maintenance of our plant and machines is very data driven. We

## About Holmen

Operating five divisions, Holmen produces and sells timber, wood products, a variety of paper and packaging products, and electricity generated through renewable energy sources.

The company operates 5 sawmills, 2 paper mills and 3 paperboard production facilities. Holmen has 3400 employees and generates sales of around SEK 16 billion.

# HOLMEN

needed a solution that would give us the data collection, insight, control and stability to secure production capability through preventive maintenance, and IFS delivers that.”

### Increasing direct visibility

One of Holmen’s biggest business efficiency wins, in terms of saving time, has been the introduction of the IFS Lobbies. “Our managers and technicians now have instant, direct access to dashboards personalized to their role or task from the moment they open IFS,” explains Lyrén. “Before when we had to establish our latest maintenance status, that would necessitate searching or switching from window to window. But now everything they need is immediately in front of them, in an optimal pre-configured screen.”

### Improved usability

Occasional users or production staff who are not exposed to IFS on a daily basis are quickly confident using the IFS Lobbies interface. “The usability of screens and even the color palette make it more productive and appealing for staff to use,” says Lyrén. “The improvement in visibility across the business is marked. Managers can now instantly view all invoices ready to be approved and inspect certified purchaser requests. With better control of our inventory and work order activities, we can also be more aware of our performance.”

Overall, the usability also allows them to onboard new people faster than before. The company intends to introduce IFS Arena in the future, along with making its Human Machine Interface accessible via IFS mobile solutions.

### Enabling innovation

IFS is helping to drive several innovation projects in Holmen. Explains Lyrén, “We are currently developing a new budget process for Holmen Paper using IFS and Power BI. We can extract planned workorders with budgets for the coming year to give us the financials that each cost center needs for its budget. Looking ahead, we will be able to extract and compare historical costs, as well as be able to follow the prognosis throughout the year.”

“When it comes to compliance and governance, having one hub for all our data and objects is very important for us. In external audits, we use IFS to show how we work with Root Cause Analysis, how we document, and how we can access information to solve problems at hand.”

Another example is a project around Key Performance Indicators (KPIs). “We can extract data from IFS to Microsoft’s Power BI business analytics solution (for example work order hours, type, and costs) to calculate KPIs,” says Lyrén.

### Driving digitalization

Holmen has several ongoing digitalization projects in progress for its mills. “We will use IFS Business Connector alongside sub systems and solutions including AI and ML to support connected machine and improve predictive maintenance. For example, we

### Benefits seen using IFS

- Greater visibility and speed of use with IFS Lobbies
- Rich data for predictive maintenance
- Modular functionality
- More accurate decision-making and budgeting
- IoT-ready
- Minimal customization



see AI could collect data externally, and then flag the need for maintenance on a specific object in a few months' time, automatically generating the work order," says Lyrén. "IFS will be the center of information for our digitalized mills".

### Reducing customizations

When Holmen did their last upgrade, one of the goals was eliminating as many custom modifications as possible, replacing them using standard configurations. Observes Lyrén, "We were able to achieve our goals regarding limiting customizations. Modifications fell significantly with a reduction of around 60%."

### Upgrading with IFS

Holmen AB successfully completed an upgrade to the latest version of IFS in January 2021. Despite COVID, Holmen and the IFS team were able to work remotely effectively, cross-referencing processes to ensure viability in all instances. "We conducted a very thorough pre-study before the upgrade and ensured that we had the dedicated skills and resources needed to support the changeover," says Holmen. "It's an approach I'd recommend to anyone." The implementation process took about a year, going live in January 2021.

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**"Our IFS upgrade was one of the best IT projects in Holmen's history. This latest version ensures we're able to do what we say we'll do for customers."**

David Lyrén, Technical Manager, Holmen Paper, Hallsta Mill

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### The Moment of Service™

Lyrén recognizes the role IFS plays in serving Holmen's customer base. "IFS is a tool that lets us keep our promises. We can plan our work and activities in a much more detailed and controlled way, and it helps us deliver on time and budget to our customers. We also like the small incremental updates keeping us evergreen, without the need for significant further upgrade steps."



### Find out more

Further information, e-mail [info@ifs.com](mailto:info@ifs.com), contact your local IFS office or visit our web site, [ifs.com](http://ifs.com)

