



# Emmi closes the paper cycle

'Why throw something away if you can re-use it?' Ruedi Heuberger, Head of Ice Cream Production, Ostermundigen

Being renewable and recyclable, paper is the material of choice for anyone wanting to package their products sustainably. Operations at Emmi, in Ostermundigen, Canton Bern, generate large volumes of paper and cardboard that have to be disposed of. Working alongside the Model AG paper plant in Weinfelden, Emmi has now found an economical solution to re-introduce plastic-coated paper sacks into the paper cycle. That's good for both the environment and the companies concerned.



Plastic-coated paper sacks are recycled at Model in Weinfelden

For ten years now, Emmi has been optimising its Swiss operations under the aegis of the 'Emmi Operational Excellence' (EOE) programme, which is based on the Japanese kaizen management approach. At the heart of EOE are continuous improvement and the participation of all concerned. In fact, most of the suggestions for improvement come from employees – with the occasional one from an external partner. In this case it was Model. In 2017, Model AG extended its recycling capabilities so that it is now able to separate paper-plastic composites in a way that enables the resulting raw materials to be fed back into the paper production cycle. In this way, paper fibres can be reused six or seven times.

**Protecting the environment; saving money**

Large volumes of raw materials and semi-finished goods – such as chocolate and milk powder – are delivered to Emmi from other sites in paper sacks. This generates around 1,200 kg of paper sacks each month at the Emmi site in Ostermundigen alone. And they must all be disposed of. Until recently, they were burned at the waste incineration plant, because their plastic coating meant they could not be recycled with normal paper. That is now a thing of the past. Emmi has joined the ranks of other companies

using the new Fibre Evolution recycling plant, which can process more complex paper-based packaging that could previously only be used for its thermal properties, and integrate it back into the paper cycle.

This process protects the environment, because it significantly reduces the need for virgin pulp fibre. It also incurs no further transport emissions. At the same time, it is also economical for the companies which use it. Emmi, for instance, now saves around CHF 150 per tonne in waste disposal costs.

This example shows that an innovative, pioneering technological spirit can always find new ways of saving costs and increasing efficiency, even in highly optimised production operations.

When can we help you rethink waste disposal?



**Markus Kowaleff**  
Wastepaper Purchasing, Model AG  
T +41 79 955 12 19  
markus.kowaleff@modelgroup.com

# A unique lean system

Model Top is a unique lean system that we have developed and promoted for many years now at all of our plants

The system is designed to improve, visualise and develop our production sites and their organisations, and their processes. Model Top is an important element not only of the existing infrastructure and organisation, with all of their processes. It is also required to further develop new investments that are to be introduced successfully into our plants.

Over the coming months, we will be developing our Nova Sol plant in Poland into a unique facility within the Model Group. We are not content simply to buy equipment and install it. Rather, we strive to achieve an ideal. What is that ideal? That is something that we spent a great deal of time examining and analysing, making calculations and drawing up strategies for – all with the help of Model Top, which offers a whole range of useful tools. One of the key questions we asked was: 'Which is more important – resource efficiency or flow efficiency?' And can we have our cake and eat it?

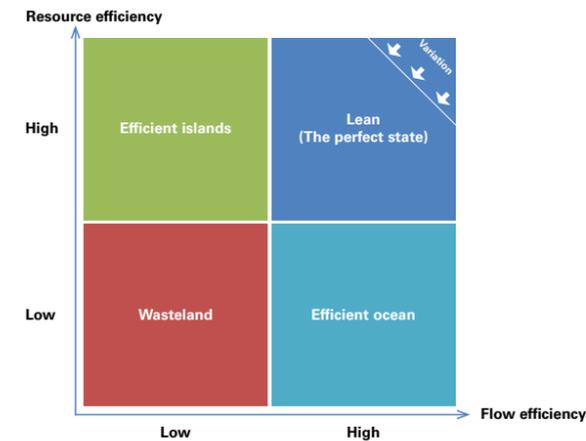
It is important to understand why it is so difficult to achieve the combination of resource and flow efficiency. Resource efficiency is the predominant measure in production. Our organisations are therefore generally structured into specific process areas, with specialist resources. It is important to use these efficiently, but it is just as important to meet the needs of our customers.

To achieve a high degree of flow efficiency, you must look in detail at the sequence of processes. A process is defined as a series of activities which together form a flow unit and fulfil a particular need. Flow efficiency is achieved with a smooth sequence of processes.

Resource and flow efficiency together are thus key to achieving a high degree of capacity utilisation, as well as a high level of customer satisfaction. With that in mind, there is no reason not to try to achieve both, although it is very difficult –

in some cases even impossible – to combine these two forms of efficiency into an ideal state. Our Model Top lean system offers a unique opportunity to take a step closer to this ideal both internally and with you, our customers.

Source:  
*Das ist Lean – Die Auflösung des Effizienzparadoxons*



**Edoardo Finotti**  
CTO, Model-Group  
T +41 71 626 72 44  
edoardo.finotti@modelgroup.com