

# Tembec

*“A Company of People Building their own Future”*



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**Forestry Research Partnership  
Executive Committee Meeting**

**June 28, 2006**

# Getting things done within the FRP

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- Competitive advantage of the FRP
- Framework for improvement
- Ownership and accountability



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# Competitive Advantage of the FRP

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- Clearly defined high-level goals based on a solid vision to build a strong Forest Industry
- Comprehensive set of objectives and priorities to support the high-level goals
- Accountability for results is focus of effort and the team (governments, institutes, academia and industry) all share in ownership of deliverables
- Partners share in taking the lead and play a primary role achieving targets



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# Competitive Advantage of the FRP

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- Not just getting agenda right
- Understanding
  - key drivers of objective
  - science to define opportunities
  - human resources required to implement the change



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# FRP Implementation Success

## *Getting things done*

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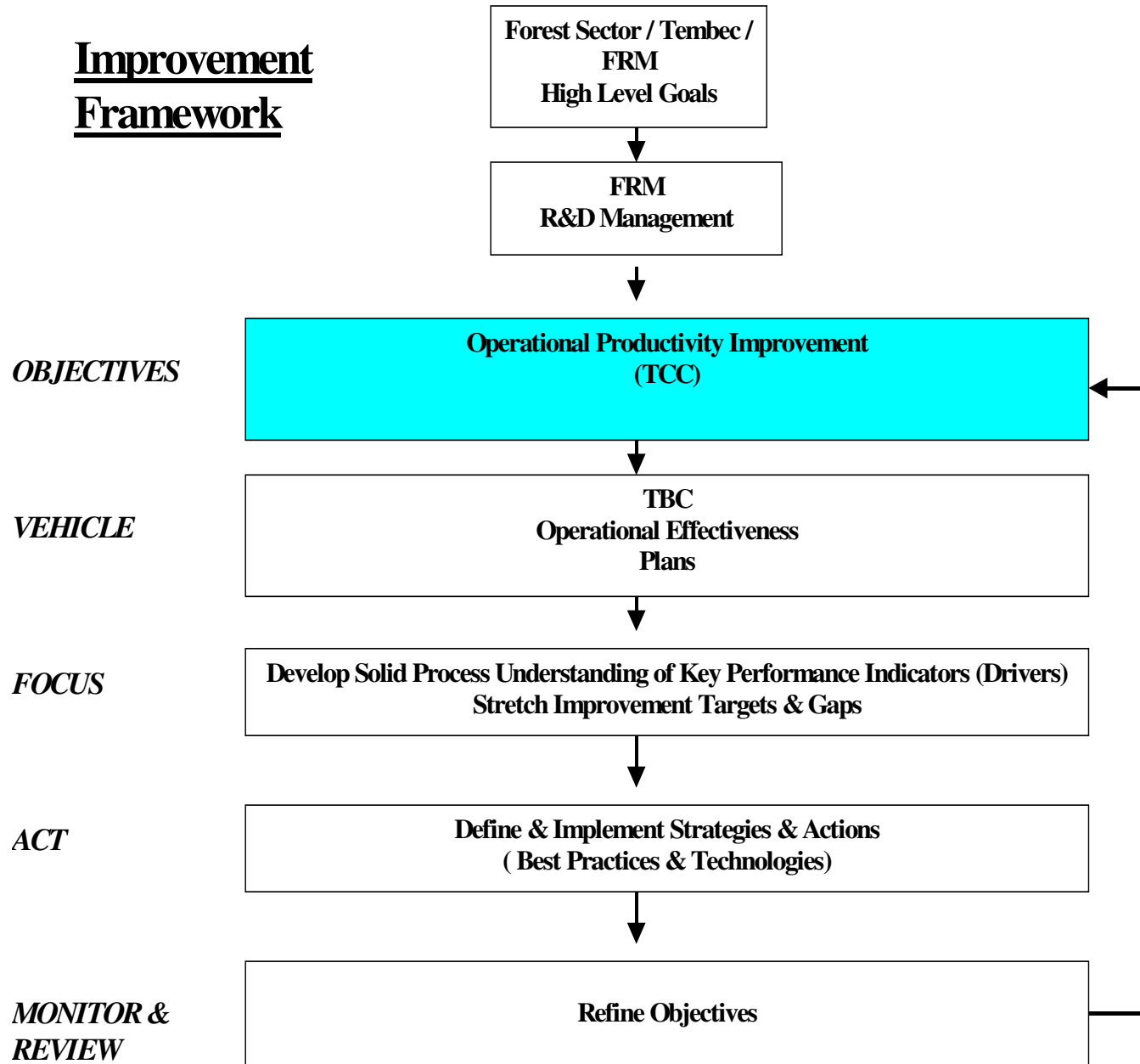
- **Yield Curves** - development and adoption
- **Patchworks** - application and pending approval as wood supply modeling tool
- **Knowledge Transfer** – building of an effective program resulting in:
  - creating momentum for change
  - securing of external funding
  - forging strong linkages (Science Co-op)



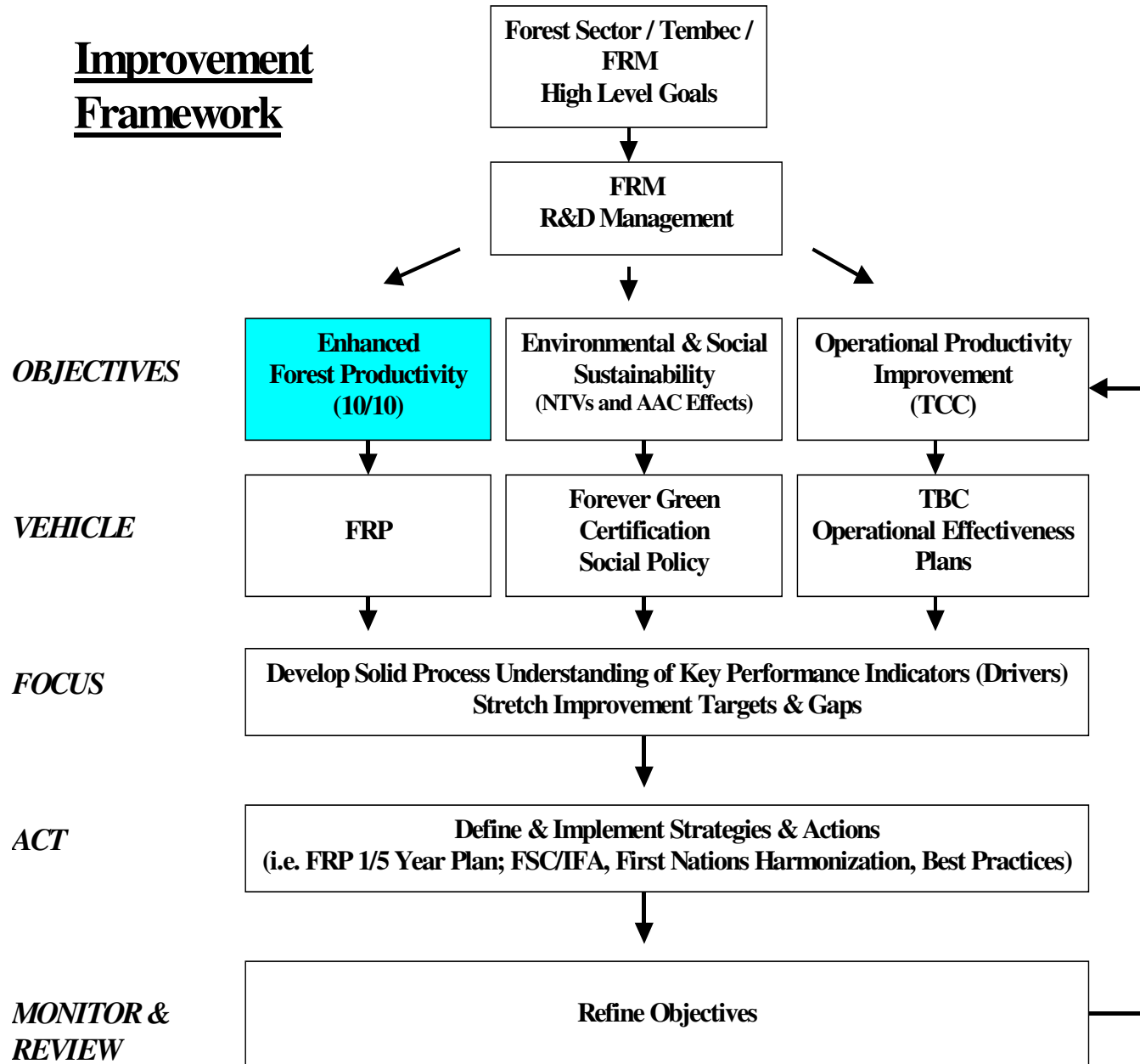
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**Improvement  
Framework**



# Improvement Framework



# On-line vs. Off-line Improvement

- Large scale forest industry capital projects – operations manager passes ownership to engineering or technical development group (new saw line or pulping process)
- Engineering manager takes ownership for not only process change but also associated operational changes



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# On-line vs. Off-line Improvement

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- In forest operations and planning we have to have to understand the scope of change and how to transfer ownership to be able to change fast enough
- Example of planning forester building FMP with Patchworks and new suite of yield curves
- Natural resistance to change with existing accountabilities and structure



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# On-line vs. Off-line Improvement

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- Example of GM or Supt running Mattawa forest operations working on implementing Block 108 changes
- When process improvement team defines what is possible with the new harvest regime, the red flag goes up
- Traditional management structure says this change has to flow through or be owned by operations
- Again we have to define the resources / structure to make this change off-line



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# Ownership for Results – CTI Trial

## *Getting things done*

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- FERIC assumed ownership
  - worked on relationship with local MTO maintenance manager not just perfecting road strength model
- FERIC / Tembec team shared view of what defines winning and worked on key success factors
- MTO Project Manager did not buy into policy change goal

# Ownership for Results – Block 108

## *Getting things done*

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- Incremental low cost fibre from intolerant hardwood stands
- Results aren't there when each team member focuses only on their part
  - Tree-marking opportunity
  - Measuring productivity of harvest equipment
  - Defining a cost model
- Team members challenged each other to demonstrate value resulting in significant positive opportunities being identified



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# Competitive Advantage of the FRP

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- Clearly defined high-level Forest Sector goals
- Solid set of objectives and priorities
- Accountability for results
- Key Partnership people to take the lead
- Selection of project champions is a key success factor



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