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Growing a Great Company; Growing a Great Career



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# **SOUTH AFRICA**

#### Hygienic Tissue Mills fired up a new Toscotec tissue rewinder

Hygienic Tissue Mills started up a Toscotec-supplied TT WIND-P tissue rewinder at its Pietermaritzburg mill, in eastern South Africa. This is a repeated order for Toscotec, following the supply of a MODULO-PLUS tissue machine, PM2, in 2017. The TT WIND-P slitter rewinder serves PM2, processing 100% virgin pulp and recycled paper parent rolls. The TT WIND-P slitter rewinder features 2 unwind stands and handles parent rolls of 2750 mm sheet trim and 2500 mm diameter, with a design speed of 1500 mpm. The pneumatically loaded slitting system has a minimum width of 150 mm. Toscotec supplied the complete electrification and control system, and the sectional drive system. The scope of supply also included the erection supervision, commissioning, start-up assistance, and on-site training. Toscotec Start-up & Service Engineer David Ponte commented, "It was one of the fastest commissioning I have seen for a rewinder. The TT WIND reached its maximum speed in record time with a final product that was already

sellable. Thanks to the great cooperation of Hygienic Tissue's team, we completed fine tuning in two days with the machine running at top speed". Hygienic Tissue CEO Ashraf Jooma said, "On the day of start-up, we reached the maximum speed in a few hours. On this rewinder, we expect to get the same efficiency that we have on the MODULO-PLUS machine. High efficiency and consumption reduction are our priorities, and we are happy with the results we are getting in both areas". Matteo Giorgio Marrano, Toscotec Area Sales Manager said: "the TT WIND-P rewinder completed the scope of supply of a MODULO-PLUS tissue line that has been running efficiently for nearly one year and a half. This is a new achievement for Toscotec in the South African market, which has been growing steadily in the last few years. Hygienic Tissue's strong focus on energy savings matches our mission of tailoring the design of high performing tissue machines to the mill's specific working conditions, in order to optimize energy usage. The good performance of the slitter rewinder goes into this direction".

# INDIA

# Century Pulp and Paper invests in a new tissue line

Valmet has been chosen to supply a tissue production line to Century Pulp and Paper (CPP) in India. The new Valmet Advantage tissue line will be installed at CPP's mill in Lalkua, India. The order is Valmet's second tissue machine delivery to CPP's Lalkua mill. Cooperation between the companies started in 2008 when CPP's first Valmet tissue machine was installed. "We are excited to be the first company in India to install a tissue line equipped with an Advantage ViscoNip press. The combination of the state-of-the-art pressing technology and Advantage ReDry will provide significant energy savings, uniform moisture profile and nip load flexibility up to 150 kN/m," says J.P. Narain, CEO, Century Pulp and Paper. "The new production line will add over 36,000 tonnes of high-guality facial tissue, toilet tissue, kitchen towel and napkin grades to the company's current annual production capacity." The tissue paper market in India is growing rapidly in respect of both capacity and quality, and with the new Valmet tissue machine, CPP will strengthen its market position. "Century Pulp and Paper is moving the region's tissue business forward, which requires the highest performance and world-leading technologies. We are proud that CPP once again selected Valmet's Advantage tissue technology, and we look forward to continuously developing our cooperation and contributing to the company's strong expansion," says Tomas Karlsson, Sales Director, Valmet. The new tissue Advantage DCT 100HS tissue machine, TM 7, will have a width of 2.85 m and a design speed of 2,000 m/min. The machine will be equipped with an OptiFlo headbox and a 16-foot Yankee cylinder.



MACHINERY AND PLANTS FOR THE PRODUCTION OF PAPER AND PAPERBOARD AND FOR THE CONVERTING OF TISSUE PAPER WWW.MIAC.INFO

# **9.10.11 OCTOBER 2019** LUCCA - ITALY





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# INDIA (cont)

#### The Ujjwala Sanitary Napkins initiative to set up 100 manufacturing units in Odisha

The Ujjwala Sanitary Napkins initiative by three oil marketing companies (OMC) - IOCL, BPCL and HPCL - was launched by Union Petroleum and Natural Gas Minister Dharmendra Pradhan at the end of December 2018. The three companies will set up 100 manufacturing units at the Common Service Centres (CSC) covering 93 blocks across 30 districts of Odisha at an estimated cost of Rs 2.94 crore. The mission, which forms part of the CSR initiative of OMCs in Odisha, is aimed to educate women on female hygiene and health, improve accessibility to low cost eco-friendly sanitary pads and boost rural employment and economy. Mr. Pradhan quoted the National Family Health Survey (NFHS) report, stating that the overall use of sanitary napkins in Odisha is 33.5 per cent, stressing on the need to promote the use of sanitary napkins. According to the minister, the initiative will ensure that all 2.25 crore women of Odisha achieve economic empowerment and self-reliance. "The project will not only provide the rural women with a dignified means to earn their livelihood but also arm them with entrepreneurial skills," said the minister. At least 10 women will be able to get employment at each centre. Four to five of them will be engaged in the process of manufacturing the napkins and the rest for selling the product. Each facility will have a capacity to produce 1,200 to 2,000 pads per day and will have a sterilisation room to ensure that the napkins are sterilised before they are packed for use by rural women. The CSCs are also being provided with raw material, enough to make 45,000-50,000 pads. These napkins will be priced at Rs 40 per pack, each containing eight pads. The Ujjwala pads will be made of virgin wood pulp sheet, nonwoven white sheet and a gel sheet which are all



From left: Salim Ahmad Saifee (CPP), Anil Setia (CPP), J.P Narain (CPP), Tomas Karlsson (Valmet) and Nandkumar DM (Valmet).

biodegradable in nature and will leave minimal carbon footprint.

# Another successful edition of Paperex South India

The 5th edition of Paperex South India 2018 was a great success with the support of all major industry associations, the participation of 163 leading exhibitors from 13 countries, and 4171 high quality trade visitors from 25+ countries. The event which took place at Chennai Trade Centre, from 15 to 17 November 2018, was organized by International Trade and Exhibitions Pvt Ltd (ITEI) in association with Indian Agro & Recycled Paper Mill Association (IARPMA). The sponsors of the event were; Alliance International, Servall Engineering, Abirami Engineering, D S Pulp & Paper Machinery, Garuda Engineering, JMC Paper Tech & M R Mac-Tech. Paperex

exhibition has played a major role in promoting the growth and strength of the paper industry in India and all allied industries by attracting global attention to the existing technological advancements. Top brands like Ashoka Rolls, Garuda, Parason,

M R Mac-Tech, Metso, Andritz etc. showcased their innovations and products at the show. The leading exhibitors had various new launches and special offers for the paper industry. The event offered the visitors an opportunity to explore new technologies, machinery & equipment, and raw material for the paper and board manufacturing. A high-level conference on "Recycling and Packaging" was organized by IARPMA, where the industry's technological developments were introduced.



Paperex 2018, Chennai Trade Center, India

# Fapajal orders a new A.Celli rewinder

A.Celli Paper S.p.A. announced the start of a collaboration with Fapajal - Fábrica De Papel Do Tojal, S.A. through the agreement for the supply of a latest-generation E-WIND® T80S rewinder for the production of tissue. A.Celli Paper E-WIND® T80S is a modular and fully automated rewinder, running at 1000mpm, with built-in electrical cabinets, capable of managing products that involve a specific volume, diameter and cutting format while also guaranteeing extra capacity during production peaks. It is customisable, plug-and-play, perfectly adaptable and compatible with any standard rewinding system or complete line in the tissue sector.



A.Celli E-WIND® T80S rewinder

# ICT tissue capacity to reach 610,000 tons per year

The Valmet-supplied Advantage DCT 200HS tissue production line including an extensive automation package was successfully started up at ICT Iberica's mill in Burgo, Spain, in September 2018. The new tissue line meets the company's intention to adopt state of the art technology for highest quality tissue production. Valmet has previously delivered four tissue lines to ICT companies in Italy, France and Poland. The production line was optimized to save energy and enhance final product quality. The new line will add 70,000 tons a year of high-quality toilet, towel, facial, and napkin grades for the European market. The raw material for the new line will be virgin fiber. ICT Group, has been in the tissue business since 1978 and is a European market leader that specializes in premium products. The business also includes the sales of parent reels to converters and diapers and personal hygiene products. ICT Group operates ten paper machines in four European countries and the global production capacity currently amounts to about 540,000 tons per annum which will increase to 610,000 tons by the end of 2018, when the latest investment in Spain will be completed. The ICT Group has a revenue of approximatively EUR 700 million and employees over 1,400 people.



Successful start up in Burgo, Spain, on September 12, 2018

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# ANDRITZ and BCNonwovens celebrate successful long-term partnership

International technology Group ANDRITZ and BCNonwovens, Spain, have been working together successfully as business partners for the past 15 years. This cooperation started in early 2003 right after BCNonwovens was founded.

BCNonwovens is now running two ANDRITZ spunlace lines successfully, producing high-quality products that are sold globally. To cope with the demand for higher productivity and product quality as well as for lighter products and patterned webs, BCNonwovens' R&D team and AN-DRITZ process engineers were able to retrofit the existing lines to bring products up to the standard currently requested by the markets. Sergio Rosales, R&D Director of BCNonwovens says: "Thanks to ANDRITZ, we have been able to test the latest innovations available on the market and adapt them to our production lines." As BCNonwovens has always been commited to responsible and sustainable production, the company has installed ANDRITZ's proven neXecodry

system, thus achieving a significant reduction in consumption of water and gas. Didier Vulliet, General Director of ANDRITZ Perfojet, says: "For years we have been building a strong partnership with BCNonwovens. They used our ANDRITZ spunlace pilot line for validation of new products or implementation of new fibers, and we were able to test new developments under industrial conditions." ANDRITZ is accompanying BCNonwovens in the development of new products with new fibers and features that are increasingly innovative or meet the demands of converters with ever more relevant end-products. Miguel Vinas Pich, CEO of BCNonwovens, concludes: "ANDRITZ has been supporting us for years in our development, which has been allowing us to offer our customers some of the most competitive and highest quality products in the world."

#### Valmet to supply a nonwovens rewinder to Papel Aralar

The Spanish company Papel Aralar S.A. has selected Valmet as the supplier for a new nonwovens rewinder to be installed in the existing PM 4 line at their plant in Amézqueta, Guipúzcoa, Spain.

The new nonwovens rewinder is planned to be in operation during the second quarter of 2019.

"Our target is to always invest in cutting-edge technology to be able to fulfill our customers' requirements. Papel Aralar has served this business for 55 years and, thanks to the support from Valmet, we immediately recognized the ability of their F(O)CUS electromechanical rewinder to preserve outstanding product properties," says Senén Amunarriz Cortina, General Manager of Papel Aralar.

The new installation includes a Valmet F(O)CUS Reelite T15 E rewinder - the last stage of the innovative scalability concept of the Reelite T15 rewinder. The machine is designed to have a maximum operating speed of 1,800 m/min and a maximum final reel diameter of 2,200 mm. It is equipped with a F(O)CUS electromechanical relieving system with Active Caliper Control (ACC) for perfect control of the winding parameters at high speed.



ANDRITZ neXjet state-of-the-art injector. Photo: ANDRITZ

# POLAND

#### A.Celli Paper and Global Hygiène for a turn-key tissue plant project

Global Hygiène has chosen A.Celli Paper technology for the supply of a complete turnkey plant, from the stock preparation to the roll handling system. The new plant will be installed in Charavines, southeastern France. The new iDEAL®1800S machine will have a 2850 mm format and an operating speed of 1800 mpm. The project also includes an E-WIND® T100 rewinder and a R-WAY® roll- handling system The Yankee supplied is the forged one of the latest A.Celli generation and has a diameter of 15'. Luc Brami, CEO of Global Hygiène, said that the production of Charavines, estimated in 30,000 t/y, will cover the needs of the two Global Hygiène group's converting plants, in Auxonne and Vern d'Anjou, consolidating the company's leadership position in the market for hygienic products.

#### Velvet CARE successfully starts up new Valmet tissue production line

Velvet CARE's Klucze mill in Poland has successfully started up a Valmetsupplied Advantage DCT 200HS tissue production line. As one of the largest and most modern tissue lines in Eastern Europe, it will help Velvet CARE to strengthen their position as a leader in tissue production in Poland, and Central and Eastern European markets.

"This is a most joyful milestone in Valmet's and Velvet CARE's 's joint effort to boost tissue quantity and quality of Velvet's production," says Hans Englund, Project Manager, Valmet. "We want to ensure that our products meet the highest requirements in the homes of the Poles, every day. The reliable and efficient Advantage DCT technology from Valmet will help us accomplish that," says Artur Pielak, CEO, Velvet CARE. "Just like Valmet, Velvet has its focal point set on future development," Marek Sciazko, Director of Klucze Mill, adds. "The Advantage DCT tissue making technology empowers that vision by setting the table for quality tissue grades fit for the future. We have already started to improve the cost efficiency of the production by changing the settings of the process and machine".

Valmet's scope of delivery includes a complete Advantage DCT 200HS tissue production line with a design speed of 2,200 m/min. The machine is 5.6 m wide, making it one of the largest machines in the Central Eastern European market.



Startup team in Velvet CARE's Klucze mill, Poland



A.Celli iDEAL®1800S

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#### Lucart starts up a Toscotec-supplied tissue machine at its Porcari mill

Lucart fired up an AHEAD-2.0S tissue machine and a TT WIND-H slitter rewinder supplied by Toscotec at its Porcari mill, Lucca, Italy.

The AHEAD-2.0S machine has a paper width of 2,850 mm, an operating speed of 2,000 m/min, with a production of 125 t/d.

This is a repeated order for Toscotec, who has been awarded a number of contracts by the Lucart Group since 2008, both in Italy and in France. "Lucart is a strategic partner", says Riccardo Gennai, Toscotec Sales Manager for Europe, "we have been working on gaining and maintaining their trust for over 10 years, on a range of rebuild projects in Italy and in France. The start-up of this first complete tissue line is a significant accomplishment. It strengthens our mutual long-standing cooperation, and Toscotec's leading position in the Italian market." Elena Troia, Toscotec's Tissue Division Project Manager, adds, "Lucart's technical team helped us working out the best solutions tailored to their need. We worked together to achieve this ambitious goal. The shoe press, paired with the new pope reel design and the future integration of the S-Crescent, contribute all together to the increase of the paper bulk and the achievement of excellent paper quality."

Massimo Pasquini, CEO of Lucart, states, "Our sustained growth is driven by careful investments. We set the highest standards for our suppliers when it comes to environmental protection. We selected Toscotec for the expansion of our Porcari production base, because over the past 10 years we learned from direct experience that their technology gives us a real energy-efficiency advantage. Another important consideration for this choice was tissue quality. This line will be dedicated to premium products, with higher bulk and superior hand feel." Lucart has voluntarily undergone an Environmental Impact Assessment (EIA) for the AHEAD-2.0S project, in order to improve the environmental performance of this new production line that replaced an existing MG paper machine. Toscotec has recently proved a strong commitment to its environmental performance, as in 2018 they renewed their ISO 14001 certificate and EMAS (Eco- Management and Audit Scheme) registration for the twelfth consecutive year. Lucart's production capacity is 395,000 tonnes/year of paper on 12 continuous machines and 65 converting lines. Its consolidated turnover will amount to more than €450 million, with more than 1,500 employees in 10 production plants (five in Italy, one in France, one in Hungary and three in Spain) and a Logistics Centre in Italy.



Startup of Toscotec's AHEAD-2.0S machine at Lucart's Procari mill, Italy

# IRELAND

#### Irish global packaging solutions company acquires Irish sustainable tissue manufacturer

Zeus, the Irish-owned global packaging solutions company, announced its acquisition of Aldar Tissues, the Irish sustainable tissue manufacturer and distributor. The acquisition will double employment at Aldar's 38,000 sq. ft. state-of-the-art facility over the next 18 months, with the creation of 20 new roles in addition to the company's existing 20 full-time jobs. Zeus' investment will uniquely position Aldar as the leading provider of sustainable Irish-made paper products for the large retailers throughout the country. Currently, 100% of all retail kitchen towels and toilet paper sold by the supermarket multiples in Ireland are imported from the UK and Europe. As part of the Zeus Group, Aldar will launch a new range of eco-friendly products in 2019, made in Ireland from recycled tissue and packaged with Ireland's first fully biodegradable and compostable film. Speaking on the acquisition of Aldar, Managing Director of Zeus, Brian O'Sullivan said: "Our acquisition of Aldar means that this Irish-owned business can double its workforce, ensuring jobs are kept in Ireland, and deliver its products to larger retailers across the country. This will provide an option to multiples, for the first time, to sell Irish-made kitchen towels and tissue products." The acquisition is part of Zeus' commitment to delivering and expanding its range of sustainable products. Aldar will also launch two new eco-friendly products in 2019, made from sustainable fibres left over from sugar-cane extraction and bamboo. Commenting on the announcement, Managing Director of Aldar Tissues, Darren Farrell added: "Since 2013, we have been committed to supplying high-quality sustainable products for the Irish, UK and European markets from our first-class converting facility in Dublin. In the past year, we have invested in innovative machinery, including a €3 million investment in new converting machines; developed the latest in eco-friendly products; and expanded our logistical resources seven-fold. Working with Zeus is the next step in our business growth."

# BANGLADESH

#### Bashundhara Paper Mills successfully starts up ANDRITZ turnkey tissue production line

International technology Group ANDRITZ has successfully started up the PrimeLineCOMPACT VI tissue production line – including stock preparation and automation system – delivered to Bashundhara Paper Mills Limited in Bangladesh.

The ANDRITZ tissue machine - with a design speed of 2,100 m/min and a paper width of 2.85 m - produces tissue for high-quality facial wipes, toilet paper, and napkins. The 16 ft. PrimeDry Steel Yankee is made entirely of steel, thus enabling high and efficient drying performance, and was manufactured at the ANDRITZ Steel Yankee Business Center in Foshan. China, which offers customers in Asia state-of-the-art manufacturing, local field service, and comprehensive quality management. For ANDRITZ, it is the first high-speed tissue machine to be installed in Bangladesh.

# CHINA

#### Successful tissue machine restart by Valmet at Xiamen Sin Yang Paper Co., Ltd

Valmet's delivery of a tissue machine restart package to Xiamen Sin Yang Paper TM 1 in China concluded with the restart of the machine in September 2018, with a speed of 1,100 m/min. The scope of Valmet's delivery included necessary project management, maintenance, spare parts, and the restart of the tissue machine, which was originally delivered by Valmet but had been idle due to market reasons since 2014. The DCT 200HS tissue machine has now been restarted after a joint effort by Sin Yang Paper, Sen Yang Enterprise (Xiamen) Co., Ltd., and Valmet. The 5.6-meter-wide TM1 is equipped with an Advantage ViscoNip press and has a design speed of 2,000 m/min and a capacity of 60,000 tonnes per year. Guo Xiaodong, President of Sin Yang Paper, Tu Huiming, General Manager, and Lin Wen, Chief

Engineer, expressed their thoughts after TM 1 restarted successfully: "In April this year, the restart contract was awarded to Valmet. Valmet's service and project teams performed professionally, and worked hard and efficiently every day. Valmet is worthy of trust and commitment, and we are very satisfied with the successful restart of TM 1". This is the first tissue mill improvement project in China with such an extensive scope of service. "We are capable of offering a very broad scope of services to our tissue customers locally. This is a good example of how we at Valmet are committed to moving our customer's performance forward," said Kevin Jiang, Director of the Mill Improvement business unit at Valmet China.



Successful start-up of the ANDRITZ PrimeLineCOMPACT VI. Photo: ANDRITZ



Xiamen Sin Yang Paper TM 1 paper on reel



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# CHINA (cont)

#### Vinda Personal Care starts up two AHEAD-2.0M tissue machines supplied by Toscotec

On November 19th Vinda Personal Care (China) Limited started up two Toscotec supplied AHEAD- 2.0M tissue machines in Xiaogan city, Hubei, China. With the start-up of these production lines, Vinda inaugurates its second production base in Xiaogan, located in the vicinity of its existing mill. Both AHEAD-2.0M lines feature a second-generation large diameter TT SYD, Toscotec's shoe press technology TT NextPress and the energy-efficient TT DOES solution (Drying Optimization for Energy Savings). This new configuration will grant additional improvements of the finished product's quality in terms of softness and basis weight uniformity, and an additional reduction of steam consumption. The two AHEAD-2.0M machines will increase the group's annual production by over 60,000 tons. Stefano Raffaelli, Toscotec's Customer Care and Project Manager, comments, "We achieved an important objective today. At Vinda's new Xiaogan mill, we started up the first two of Toscotec's machines with advanced technological features in China. We also delivered on the mill's requirement to start up both machines at the same time, thanks to the great coordination of Toscotec's and Vinda's teams during the entire installation and commissioning period. We continuously support Vinda's growth with our most advanced technology. We are currently installing another two tissue machines at Xiaogan mill that will feature significant upgrades both in the forming and pope reel sections."

Toscotec is installing other two tissue lines at Vinda Personal Care (China), scheduled for start-up over the next few months.

#### Yibin Paper Industry receives two A.Celli Paper 18 ft IDEAL® Steel Yankees

Two sets of 18 ft. iDEAL® steel Yankees, manufactured by A.Celli Paper, have been successfully sent to Yibin Paper Industry Co., Ltd and are expected to be installed on site in early November 2018.

The order, signed by A.Celli Paper and Yibin Paper, includes five sets of iDEAL® Tissue Machines, three of which, equipped with three 16 ft. steel Yankees, have already been successfully installed, and now the other two 18 ft. Yankees have been delivered. The first tissue machine was started up earlier and is smoothly running on site.

# Taison starts up two sets of A.Celli Paper's E-Wind®

At the Taison Group site, in Jiujiang, province of Jangxi (China), two A.Celli Model AC882 winders for tissue (PM7 & PM8) have been successfully started-up. Assembly ended in mid-August, and the two A.Celli E-Wind® lines, designed with a speed of 1000 mpm and an untrimmed roll width of 5600 mm, were started-up and put into production in less than one month. These two winders are parts of the big order for four sets of E-Wind® lines: three of them, have three unwinders and a semi-automatic knife positioning system; one of them has four unwinders and a calender.

#### ANDRITZ neXline wetlace running at full capacity at Dalian Ruiguang Nonwoven Group

The ANDRITZ neXline wetlace producing wipes at Dalian Ruiguang Nonwoven Group in China has successfully achieved full capacity of 15,000 t/a. ANDRITZ has delivered a complete neXline wetlace line to Dalian Ruiguang that integrates stock preparation, wet forming, hydroentanglement, and drying. Thanks to the flexibility of the line, the customer is able to produce the full range of wipes applications, including industrial composite wipes.

The highly flexible ANDRITZ WetlaceTM technology, combining wet forming and hydroentanglement, is especially suited for the production of flushable wipes that are dispersible, 100% biodegradable, and without any chemical binders. This fulfills the highest environmental standards for the end products and enables production of certified non-wovens quality according to the latest EDANA/INDA guidelines for flushable wipes.

Dalian Ruiguang Nonwoven Group is one of the leading Chinese producers of nonwovens, supplying its products mainly to international customers. "The flushable wipes produced on the neXline wetlace line are excellent and fulfill the highest environmental standards. Our customers are more than satisfied," says Mr. Gu Yuanming, President of Dalian Ruiguang.



A.Celli Paper 18 ft IDEAL® Steel Yankees

# A new A.Celli STREAM® winder for Zhejiang Kingsafe

On October 30th, Zhejiang Kingsafe Nonwovens Fabric Co. Ltd successfully started-up a STREAM® WINDER at its plant in Huzhou, Zhejiang, China. The winder, which handles spunlaced fabric, PET and viscose products of 30 to 50 gsm, with a width of 3200 mm, has proven to be perfectly compatible with the nonwovens production lines, thanks to A.Celli's technology, which makes it versatile and efficient at the same time.

The customer, confirming his trust in the A.Celli Group, subsequently purchased a complete line comprising a STREAM®winder, a RAPID® rewinder, a Slittomatic, an extractor, and an automated roll handling and packaging system. This line, currently in shipment, has the start-up scheduled for the first half of 2019.

#### The 26th China International Disposable Paper Expo CIDPEX 2019

Discover the latest innovations and evaluate products in the tissue paper and disposable hygiene products industry onsite. CIDPEX 2019 will take place at the Wuhan International Expo Center in Hubei, China, from the 17th till 19th of April 2019. The exhibition will cover an area of 80,000 m2 where 800 exhibitors will meet with more than 30,000 professional visitors. After 25 years of careful cultivation, China International Disposable Paper Expo (CIDPEX), organized by China National Household Paper Industry Association (CNHPIA), has become a well-known worldwide annual industry event, attracting tens of thousands of domestic and foreign exhibitors and visitors every year. More than 1,000 tissue paper and disposable hygiene products brands from China and abroad will be showcased during the event. You can get to know a variety of product and technology innovations in one place and benefit from the various promotion activities onsite. The 26th CIDPEX conference will launch brand identity: focus on tissue and hygiene industries, gather industrial experts around the world, and concentrate on hot topics

for deep analysis, conversation and discussion, building a professional exchange platform of "opening, sharing, cooperation, and win-win" for domestic and foreign enterprises.

Tissue & Hygiene Conference is divided in three main sessions: tissue paper, disposable hygiene products, and market & marketing, including totally 30 keynote speeches and 4 interactive forums. Conference highlights are as follows:

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3. The world-renowned enterprises and senior experts gather together to discuss hot topics in the industry, such as product safety, differentiation development, new materials, new equipment and new technology.

For more information visit www.cnhpia.org/en/ shyz/ or email cidpex@cnhpia.org, to know more about the show and register as a visitor or conference delegate.



A shot from CIDPEX 2018



ANDRITZ neXline wetlace at Dalian Ruiguang, China. Photo: ANDRITZ



The 18<sup>th</sup> Shanghai International Nonwovens Exhibition (SINCE)

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#### Berli Jucker Cellox orders a new ANDRITZ tissue machine

International technology Group ANDRITZ has received an order from Berli Jucker Cellox Ltd. to supply a PrimeLineCOMPACT VI tissue machine with shoe press, including stock preparation and automation systems, for their mill in Prachinburi, Thailand. The machine is designed for grammages from 13 to 40 g/m2 used for all kinds of high-quality tissue and towels.

The tissue machine has a design speed of 1,800 meters per minute and a paper width on reel of 2,800 mm. It is equipped with the ANDRITZ PrimeControl automation system for an optimized production process. The combination of a 16 ft. PrimeDry Steel Yankee and the latest Prime-Press XT Evo shoe press technology enables a high drying capacity and achieves remarkable cost savings and operational flexibility as well as improved product quality.

"Due to the intensive R&D activities at the new ANDRITZ PrimeLineTIAC tissue pilot plant in Graz, we believe that ANDRITZ is the right partner to provide the expertise and equipment for a high-quality tissue production line, for example the latest shoe press technology PrimePress XT Evo that provides high productivity and product quality as well as the PrimeDry Steel Yankee that enables high efficiency of resources," says the senior management of Berli Jucker Cellox Ltd.

# C.A.S. Paper Mill to install a new Toscotec tissue line

Toscotec will act as a turnkey supplier and provide a complete AHEAD-1.5S tissue production line to C.A.S. Paper Mill in Sing Buri, Thailand. The delivery is scheduled for 2019 and the start-up for the first quarter of 2020. The turnkey supply includes the AHEAD-1.5S tissue machine, equipped with a second generation Steel Yankee Dryer TT SYD, Toscotec's shoe press technology TT NextPress and steam-heated hybrid hoods TT Milltech-HYH. The paper width is 2,850 mm, the maximum operating speed is 1,850 m/min, with a daily production of over 90 tons. Toscotec will provide its proprietary Distributed Control System TT DCS and the Quality Control System (QCS), the machine's dust and mist removal systems, an offline shaft puller and a jumbo roll wrapping system. A tissue slitter rewinder TT WIND-M is also part of the supply, along with its complete electrification & control system, and dust removal system. It features three unwind stands and it handles parent rolls of 3,000 mm diameter, with a design speed of 1,700 m/min. This project follows C.A.S. Group's plan to pursue its diversification by entering the tissue business. The Thai Group selected Toscotec to invest for the first time in the tissue industry, considering the Italian supplier's 30-year experience in the design and management of turnkey projects, on almost 40 different plants across four continents.



From right to left: Mr. Torpong Thongcharoen, Managing Director of C.A.S. Paper Mill; Mr. Marco Dalle Piagge, Toscotec's Sales Director; Ms. Sirinan Dararattanarojna, Director of C.A.S. Paper Mill; Mr. Gabriele Martinelli, Toscotec's Toscotec Sales Manager Asia & Pacific.



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#### Asia Pulp and Paper starts up four Toscotec-supplied tissue machines

Asia Pulp and Paper (APP) has begun production on four AHEAD-2.0L PRODERGY tissue machines at its OKI mill, in South Sumatra. Indonesia, as part of a series of AHEAD-2.0L PRODERGY tissue machines. These four machines, included in a major contract between Toscotec and APP, started production ahead of schedule, in just 60 days between August 14th and October 14th 2018. Thanks to the successful cooperation between APP and Toscotec, these eight start-ups have been completed over a total period of only 8 and a half months. The first two AHEAD-2.0L PRODERGY machines were started up at Perawang mill in the first quarter of 2018, and the following six machines at OKI mill in the second and third quarters of 2018. The eight AHEAD-2.0L PRODERGY machines all have a paper width of 5,600 mm and an operating speed of 2,000 m/min. They feature a second-generation TT SYD Steel Yankee Dryer of 22 feet diameter, which represents the biggest diameter for tissue application worldwide.

#### Toscotec enters the Japanese market with two tissue lines for the Marutomi Group

Toscotec announced that it has been awarded a landmark contract by the Marutomi Group to supply two MODULO-PLUS ES tissue lines. The machines will be installed at Marutomi Paper's mill and at Ono Paper's mill in Fuji city, Shizuoka, Japan, and are scheduled for start-up respectively in the first and second half of 2019. This is a repeated order for Toscotec, who supplied a Steel Yankee Dryer TT SYD-12FT to Marutomi Paper in 2013, to replace an old cast iron Yankee. Toscotec will provide two MODULO-PLUS ES (Energy Saving) tissue machines, featuring a secondgeneration Steel Yankee Dryer TT SYD, steam-heated hoods TT Milltech-DYH, and the shoe press TT NextPress. Each of the MODULO-PLUS ES machines has a sheet width of 2,850 mm, an operating speed of 1,500 m/min, and an annual production of over 22,000 tons. Mr. Takeo Sano, President of Marutomi Paper Co., Ltd., says, "We have been running a TT SYD for four years now and are very impressed with its performance. We immediately thought of Toscotec when we approved this new major investment



AHEAD-2.0L PRODERGY tissue machines at OKI mill, South Sumatra, Indonesia

project. Over the past few years we got to know the company, its people and services and we trusted in their technical expertise and vast experience. We have very high expectations in terms of both product quality and energy efficiency". The supply of these two important projects is being supported by Kobayashi Engineering Works, Ltd. Founded in 1955, Marutomi Paper is one of the main tissue producers in Japan, the group acquired Ono Paper in 2006. The Marutomi Group today mainly specializes in toilet tissue from 100% recycled fiber, with an annual production output of 150,000 tons, of which 95% of toilet tissue and 5% of kitchen towel, and an estimated market share of 15%.

#### Crecia-Kasuga started up a Valmet Advantage tissue machine

Crecia-Kasuga Co., Ltd has successfully started up a new tissue line, jointly delivered by Valmet and Kawanoe Zoki Co., Ltd., at the company's new production facility in Fuji, Japan. The inauguration ceremony was held during summer of 2018 and the line is now in full operation producing tissue products for the Japanese consumer market. The project has been very successful and the cooperation between Valmet, Kawanoe Zoki and Crecia-Kasuga has been smooth and efficient. "We at Valmet appreciate the fruitful cooperation between the three companies. This is the first tissue machine equipped with an Advantage ViscoNip press in Japan. Just like in all previous installations over the world, the result has been excellent in terms of product quality and energy efficiency," says Ingmar Andersson, VP Asia Pacific Sales, Tissue Mills business unit. Valmet. "We are very impressed about the new tissue machine which combines the latest technology with joint know-how of three companies. It started successfully on schedule and the performance exceeds our expectations.

# TAIWAN

We appreciate the support from Valmet and Kawanoe Zoki," says Mr. Hirofumi Narita, President, Crecia-Kasuga. "It is a great pleasure to contribute to the introduction of the latest tissue machine technology in the Japanese market. The Advantage DCT equipped with an Advantage ViscoNip press provides a unique value-adding performance," Mr. Takahiro Shinohara, Executive Managing Director, Kawanoe Zoki, adds. Valmet's delivery included an Advantage DCT 135HS machine with Valmet's key technologies OptiFlo Headbox, Advantage ViscoNip press, AirCap hood and steel Yankee dryer. Manufacturing of other equipment, site assembly and installation services were performed by Kawanoe Zoki. The new line has an annual production capacity of 36,000 tonnes. Crecia-Kasuga Co., Ltd. is a joint venture for household paper products established 2017 by Nippon Paper Crecia Co., Ltd and Kasuga Paper Industry Co., Ltd. By effectively utilizing the premises and facilities at Nippon Paper Industrie's Fuji mill they will produce tissue products sold by Nippon Paper Crecia and Kasuga Paper Industry respectively.

#### Sheng Hung to install a complete spunlace plant from ANDRITZ

International technology Group ANDRITZ has received an order from Sheng Hung Industrial Co., Ltd., based in Taiwan, to supply a complete spunlace plant to be installed at their site in Taoyuan. This latest investment is now Sheng Hung's fourth ANDRITZ spunlace line and it will enable the company to further innovate its product offerings for specialty nonwovens and heavyweight fabrics. The line will start production in the second quarter of 2019.

The flexible, crosslapped webforming plant delivered by ANDRITZ will produce multiple grades from 30 to 400 gsm and will be equipped with an engineered, high-quality aperturing/patterning solution delivered together with a Jetlace Avantage C hydroentanglement unit. The line will be completed by an efficient neXdry Avantage throughair dryer and an ANDRITZ filtration system, and thus will be able to meet the stringent local environmental requirements. Over the past 60 years, Sheng Hung has become a market leader in the Far East for value-added, engineered nonwovens in the fields of medicine, synthetic leather, stretchable webs, and recently developed, unique fabrics for fine-art printing with a proprietary technology and used in interior decoration. "We are expanding our business opportunities while maintaining our core competences in order to create added value for our products. Our advanced quality control management and environmentally friendly products are also certified according to ISO-14001 and ISO-50001," says Keynese S. C. Chen, President of Sheng Hung.



Sheng Hung facilities in Taoyuan, Taiwan. Photo: ANDRITZ.

#### Sofidel America partners with Toscotec for the turnkey supply of two tissue lines at its new Oklahoma mill

Toscotec will provide a complete plant with two AHEAD-2.0L tissue machines on a full turnkey basis to Sofidel America's integrated plant (paper mill and converting) in Inola, Oklahoma, the second greenfield investment of the Group in the United States. The start-up is scheduled for the last guarter of 2019 for PM1 and for the first guarter of 2020 for PM2. The supply includes two AHEAD-2.0L tissue machines, equipped with second generation TT SYD and gas-fired TT Milltech-DYH Duosystem Hoods, with a high level of energy recovery. Each AHEAD-2.0L machine features a sheet trim of 5,500 mm, an operating speed of 2,000 m/min and is designed for an annual production capacity of over 80,000 tons. The two tissue lines are dedicated to the production of toilet paper and towels and will process 100% predried virgin pulp.

Luigi Lazzareschi, CEO of Sofidel, states: "Toscotec's tissue lines represent an important part of our expansion plan in the US, one of the most important markets for our Group. A key technology investment for our new, integrated plant in Inola to serve the South-Central and Central-Western United States. We opted for one of the most advanced and energy-efficient technology, to help pursuing our penetration in the American market and sustaining the high quality of our products."

The construction of the plant – that will combine sustainability and technological innovation – started in March 2018 and will be completed by mid-2020. Once fully operational, the new facility will employ 300 full-time workers. Since the beginning of the expansion to the United States in 2012, Sofidel has now operations in seven states: Florida, Mississippi, Nevada, Ohio, Oklahoma, Pennsylvania and Wisconsin.

#### ANDRITZ successfully closes its acquisition of Xerium Technologies, Inc.

International technology group ANDRITZ announced the successful closing of its previously announced acquisition of Xerium Technologies, Inc. Xerium, headquartered in Youngsville, North Carolina, is a global manufacturer and supplier of machine clothing (forming fabrics, press felts, drying fabrics) and roll covers for paper, tissue, and board machines, including maintenance and aftermarket services. With its Smart® technology, the company provides a sophisticated digital software tool to optimize pressing performance by means of sensors integrated into the roll covers.

ANDRITZ, headquartered in Graz, Austria, is a globally leading supplier of plants, equipment, and services for hydropower stations, the pulp and paper industry, the metal working and steel industries, and for solid/ liquid separation in the municipal and industrial segments.

#### Cascades to invest \$58 million to modernize tissue converting capacity at its Wagram, Nc Plant

Cascades Inc., a leader in the recovery and manufacturing of green packaging and tissue products, announced an investment of USD 58 million in its Wagram plant in North Carolina that will modernize the plant and add new tissue converting equipment. These project investments are part of the capital expenditure envelope previously announced by the company.

The project will involve the installation of five new state-of-the-art converting lines and the modernization of four existing lines. The commissioning of the new converting lines is expected to begin in April 2019 and will be finalized in the first quarter of 2020.

The Wagram plant produces hand towels, paper towels, bathroom tissue and napkins marketed under the

Cascades PRO brand, which serves the Away-from-Home markets. The plant will be largely supplied by the Cascades tissue plant located 30 miles away, in Rockingham. Upon completion of the project, the Wagramplant converting capacity will increase from 5.3 million cases per year to close to 15 million cases per year, resulting in a global capacity addition of 3 million cases for the Group. Mario Plourde, Cascades President and CEO stated: "This modernization project is directly aligned with the objectives set out in our strategic plan. It will not only allow us to replace ageing equipment with modern and efficient technology. but will also improve our integration rate, increase our geographical footprint and extend our ability to serve our customers in the United States. With today's challenging market conditions, this is a crucial investment that will reduce our manufacturing and transportation costs, improve our environmental footprint and more importantly, bring us closer to our customers."

Jean Jobin, Cascades Tissue Group President and Chief Operating Officer added that "modernizing and adding equipment to the Wagram plant will also help improve Cascades' product offering by allowing us to produce superior quality products, benefit from the latest technology to provide our customers with new, innovative products and increase capacity to meet the future need of our customers. It is a strategic investment that will solidify our presence in the Southeastern United States and strengthen our ability to offer nationwide coverage for our customers."

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#### LATIN AMERICA

#### Toscotec delivered a TADVISION® machine to a confidential customer in Latin America

Toscotec has delivered a TADVISION® machine to a confidential customer in Latin America, as part of a major turnkey supply contract. Toscotec supplied the TAD plant as a turnkey delivery. The TADVISION® machine is equipped with a two-layer TT Headbox ML-T with dilution system, a second-generation TT SYD and gas-heated TAD air system, with a high level of energy recovery. It features a trim width of 2.750 mm and has an annual production capacity of over 27,000 tons. The supply includes the stock preparation equipment and accessories, Toscotec's patented TT SAF (Short Approach Flow), the fiber recovery and water system, the dust and mist removal systems, the vacuum system, the electric and control system, the Distribution Control System (DCS) for the complete plant and the Quality Control System (QCS). The turnkey scope also comprises the compressed air system, the bridge crane, a complete pulp bales

bridge crane, a complete pulp bales handling system, an online shaft puller, the roll handling and wrapping systems and the hall ventilation system.

#### Blue Tissue S.A.P.I. de C.V. improves production with an a new A.Celli Yankee cylinder

Blue Tissue S.A.P.I. de C.V., sealed an agreement with A.Celli for the supply of an iDEAL® Forged YD 16" new generation Yankee cylinder for the Apizaco plant, in the district of Tlaxcala, Mexico.

This extraordinary result is thanks to the investment strategy of A.Celli, aimed at increasing its influence in the tissue and paper sectors with the development of highly innovative technological solutions.

iDEAL® Forged YD is the new production technology conceived and patented by A.Celli Paper, characterised by a cylinder with a shell made from a single piece of steel that is shaped and worked with hot forging and rolling systems. The result is a highly innovative and seamless product that stands out for its exceptional quality of manufacture.

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CIDPEX2019 Come to China in April 2019 for CIDPEX2019 Dana El Sanioura, Contributing Editor

# BELT, ROAD, AND GCC TIES

The Belt and Road Initiative (BRI) is advocated as China's flagship foreign policy initiative. Comprised of two routes: The Silk Road Economic Belt and the 21st Century Maritime Silk Road, the initiative is considered by President Xi Jinping as the "Project of the Century". The ambitious program is expected to deploy trillions of dollars on necessary infrastructure construction and economic development in at least 64 emerging Asian, Middle Eastern, and African countries where western investors have failed to tread.



In conjunction with the initiative, and to serve as a funding arm for their operations, China also launched the Asian Infrastructure Investment Bank (AIIB) in 2013; the same year the BRI was first mentioned. Intended to supplement the current International Financial Institution (IFI) system rather than compete with it, this Multilateral Development Bank (MDBs) focuses mostly on infrastructure development. In truth, with the latest estimates by Asian Development Bank (ADB) revealing that USD 22.6 trillion will be needed by 2030 just for the (re) construction of Asian infrastructure, the AIIB could not come at a better time. The existing structure of international order does not meet the market demand; despite a capital base of USD 223 billion and 160 billion for World Bank (WB) and ADB, respectively. Though highly active in the region, there is a palatable lack of faith exhibited by the ADB, WB, and European Bank for Reconstruction and Development (EBRD) in Asia.

long-term, expensive infrastructure development projects deemed too risky and exorbitant for a single government or private entity to handle.1 In any case, the importance of a new player in the MDB sphere did not escape the international market: by the end of 2017, AIIB grew from 57 to 84 approved members worldwide. The BRI is essentially China's roadmap for developing trade ties around the world by expanding infrastructure projects in key locations and opening doors to untapped markets. It consists of a land route from Beijing to the Netherlands, i.e.: "the belt", and a sea route from Quanzhou to both Antwerp and Australia, i.e.: "the road". The roadmap was rolled out in stages: the concept of "Silk Road Economic Belt" was first introduced by President Xi in September 2013 in Kazakhstan, while the "21st Century

The existing MDBs shy away from

Maritime Silk Road" model was revealed during a speech addressed to the Indonesian Parliament the following month (October 2013). Finally, the two projects were formally endorsed at the third Plenary Session of Central Committee of the Chinese Communist Party in November 2013. Ultimately, the architecture of the initiative in its entirety was unveiled to the international stage by Vice Premier Zhang Gaoli during his keynote speech at the 2015 Asia-Europe Meeting (ASEM) held in Chongqing. His excellency stressed the importance of Eurasian connectivity and presented the concept of "economic corridors" which are the routes along which the BRI will be developing. He introduced the unified vision of jointly building the "Silk Road Economic Belt" and the "21st-Century Maritime Silk Road", and provided the audience with the general background, principles and framework for BRI. According to Premier Zhang, the BRI's five main priorities rely on policy coordination, facilities connectivity, unimpeded trade, financial integration, and people-to-people bonds. The scope and ambition of this vision became clearer by late 2017 with the acceptance of 27 new members to the AIIB, the approval of 15 new projects (across several sectors), and

The BRI is being implemented through large Government to Government (G2G) infrastructure projects with initial financing support from the AIIB. Private companies are also being actively encouraged to invest along the Belt and Road. The planned BRI projects largely focus on infrastructure and economic development, they are seen as a bold move towards globalization and an attempt by China to benefit not only itself, but also its neighbors and beyond. With talks of integrating Latin America & the Caribbean into the equation, the BRI is expected to expand to 65 percent of the world's population, cover 60 percent of global land-based trade, 30 percent of the maritime trade, and 40 percent of its GDP.3 With a non-political agenda, the impressive development plan has a tangible promise to help a lot of people in a lot of countries, with cooperation priorities reinforcing that it is potentially a well-rounded model for inclusive development. And by constantly emphasizing on BRI as initiative not strategy, it signals China's intent to work within the existing international order and the country's active avoidance of "Thucydides Trap" whereby the dethroning of one great power by another is a certain path to war. A matter further stressed by Chinese Foreign Minister Wang Yi when he

The BRI is expected to expand to 65 percent of the world's population, cover 60 percent of global land-based trade, 30 percent of the maritime trade, and 40 percent of its GDP.



country is] seeking to play a bigger role in the existing international order and system."

As a geographically-targeted development initiative, the Belt and Road follows the concept of "economic corridors"; an economic model based on creating paths that facilitate the movement of people and goods, and consequently stimulating economic growth. Corridors can be either terrestrial or maritime; national, regional, or even international. The concept gained popularity in the late twentieth century when a direct correlation was found between improved infrastructure (roads, energy, telecommunication) and economic development. Most planned BRI spending will be concentrated along the following corridors: China-Mongolia-Russia; New Eurasian Land Bridge; China-Central and West Asia; China-Indochina Peninsula; China-Pakistan; and China-Myanmar-Bangladesh-India. Indeed, for a successful corridor, experts argue that proponents will need three main components: industries (for the creation of goods), transportation (for the movement of goods), and cities (for the trade of goods).

In May 2017, the Chinese government held the Belt and Road Forum for International Cooperation (BRFIC), in Beijing. Representatives from more than 130 countries were in attendance of which 57 were at Head of State or Ministerial level as well as 70 international organizations. The objectives of the forum were establishing action plans for implementing planned BRI projects across several sectors. It was also intended as an opportunity to assemble world leaders and international organization to reach agreement on several fronts including (a) financial cooperation mechanisms, (b) science, technology and environmental protection cooperation; and (c) enhanced exchanges and training of talent. As a matter of fact, 68 states and international organizations signed agreements furthering BRI cooperation. The forum ended with officially inducting the BRI into the Chinese constitution.



# BRI and opportunities for the GCC

During the 8th Ministerial Meeting of China-Arab States Cooperation Forum which was held in Beijing on July 10, 2018, and gathered representatives of 21 Arab nations, President Xi pledged a total of USD 20 billion in loans, and about USD 106 million in financial aid, to Arab nations, that will be used to spur economic growth in the region. Another aid worth 100 million yuan (USD 15 million) to Palestine to support economic development, besides providing a further 600 million yuan (USD 90.6 million) to Jordan, Lebanon, Syria and Yemen. A consortium of banks from China and Arab nations, with a dedicated fund of USD 3 billion, will be also set up, President Xi said, and a further 1 billion yuan will be offered to support social stability efforts in the region. This commitment comes as Beijing is reinforcing its ties with the Arab nations, having a key role in the Belt and Road Initiative.

President Xi pledged a total of USD 20 billion in loans, and about USD 106 million in financial aid, to Arab nations

According to the Chinese President, the loans will fund a plan of "economic reconstruction" and "industrial revival" that would include cooperation on oil and gas, nuclear and clean energy. This move was preceded by several

declarations of mutual cooperation between China and the GCC:

1. In, 2014, on the occasion of the sixth ministerial conference of the China-Arab States Cooperation Forum, President Xi Jinping stated: "in the next 10 years, we will strive to increase the bilateral trade volume from last year's 240 billion USD to 600 billion USD, increase China's non-financial investment stock to the Arab states from last year's 10 billion USD to over 60 billion USD, accelerate negotiations on and promote the establishment of the free trade area between China and the Cooperation Council for the Arab States of the Gulf, and push forward the Arab states' participation in the Asian Infrastructure Investment Bank to get an early harvest."

2. In 2016, China released "China's Arab Policy Paper", a blueprint for the China-Arab cooperation, offering the guiding principle for developing China-Arab relations. The paper defines the cooperation as such: "China is willing to have pragmatic cooperation in the principle of mutual benefit and win-win results with Arab states. In particular, in the process of jointly pursuing the Silk Road Economic Belt and the 21st Century Maritime Silk Road initiative, China is willing to coordinate development strategies with Arab states, put into play each other's advantages and potentials, promote international production capacity cooperation and enhance cooperation in the fields of infrastructure construction, trade and investment facilitation, nuclear power, space satellite, new energy, agriculture and finance, so as to achieve common progress and development and benefit our two peoples." The Chinese paper proposes the establishment of a "1+2+3" cooperation pattern (energy cooperation will form the core ("1"), infrastructure construction and trade and investment facilitation as the two wings ("2"), and cooperation in the fields of nuclear energy, space satellite and new energy as ("3")). The Belt and Road Initiative is a translation of this cooperation pattern, through investments in infrastructure, roads, high-speed rail, ports and airports, to revive the old Silk Road that used to link Chinese and Arab nations over two thousand years ago.

The six member-countries of the GCC (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE) are considered an important trade "In the next 10 years, we will strive to increase the bilateral trade volume from 2013's 240 billion USD to 600 billion USD", President Xi Jinping





platform. GCC exports to China are expected to reach USD 160 billion in 2020, while China will also dominate the GCC import market, providing about USD 135 billion of goods to the Gulf. GCC is China's 8th largest source of imports and 8th largest export market, this can be expected to increase substantially with the proposed Free Trade Agreement. The Belt and Road will support China-GCC cooperation and industrial capacity cooperation, by pumping resources into infrastructure construction; the Gulf states' development plans of industrialization and urbanization offer business opportunities for the Belt and Road construction and foreign investment. Long-term development plans include: Saudi Arabia's Vision 2030, the UAE's Vision 2021, Oman's Vision 2020, Kuwait's Vision 2035, and Qatar's and Bahrain's respective Vision 2030s. It is worth noting that between 2005 and 2014, construction and infrastructure projects valued at USD 30 billion were awarded to Chinese firms in GCC states. The projects spurred under the BRI include: Oman's Duqm, a Chinese consortium is investing USD 10.7 billion to establish Oman's next Industrial Centre - to be known as the Duqm Special Economic Zone. In 2018, China and Kuwait signed a memorandum to collaborate on the construction of the 250 square kilometers Silk City, an USD 86 billion project. China is also interested in the USD 160 billion project to develop an integrated economic free zone across five islands in the northeastern part of the country. In December 2015, China and the United Arab Emirates established a USD 10 billion coinvestment fund, and in 2016 The



UAE has signed an agreement with Cosco, China's largest shipping company, to build new terminals to support the flow of trade along the Belt and Road maritime routes. With regards to financial integration, Iran, Oman, Qatar, Saudi Arabia and the UAE are founding members of the AIIB; which is offering currency swap agreements to facilitate financing regional projects in Chinese Renminbi. Finally, to ensure an effective impact of BRI, efforts are being implemented to strengthen people-to-people bond through interactions and cultural exchanges in the fields of scientific research, education, culture, health, youth, tourism and religion, providing a solid base of public support.

The closer connectivity in policy, infrastructure, trade, finance and people-to-people ties, strengthened industrial capacity cooperation under the BRI, and greater cooperation in the planning of GCC infrastructure and industrial development will lend new impetus to the winwin cooperation and common development between China and the GCC.



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# Twinsaver and Toscotec's shared success story in South Africa

F.VROPA

AR II MAI HAI

Giulia Fabbri, China Sales and Marketing Manager, Toscotec

Giulia Fabbri, China Sales and Marketing Manager at Toscotec, recently spoke with Garth Towell, Chief Executive Officer of the Twinsaver Group, Anna Matie Viljoen, Product Supply Director and Tony Hulme, General Manager for Operations, about South Africa's leading tissue producer, the Twinsaver Group, and the key to its success. They revealed the importance that the Group places on their choice of technology and how they value Toscotec's AHEAD-2.0S tissue machine and TT Next-Press as an important asset to support their growth ambitions.

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Garth Towell, CEO, Twinsaver Group



Anna Marie Viljoen, Product Supply Director, Twinsaver Group



Tony Hulme, General Manager for Operations, Twinsaver Group

#### Who is Twinsaver? What's your ownership structure?

Garth Towell: the Twinsaver Group (TSG) was previously known as Nampak Tissue. Nampak Tissue was part of a much bigger, locally listed, packaging group, with a history of going back 60 years in the South African market. At the end of 2013, Nampak announced to the local stock market that they were divesting of their tissue business unit. A private equity consortium, Ethos Private Equity, made an offer for this business and took over majority control in April 2015 changing the name to Twinsaver Group. So TSG was really born in April 2015!

#### What is your Mission? How did you structure the business in terms of products and market share?

Garth Towell: Our purpose is improving people's lives with everyday products, used everywhere across sub-Saharan Africa. There are four elements linked to this. First, our brand, Twinsaver is the number one tissue brand in South Africa. It has a total market share of tissue of around 30% and recent growth has been driven by investment scale and innovation. Second, our performance. It's about diversification: in 2015 we bought a business that was exclusively tissue, and 3 years on, we have three business units under one Group banner: Personal care (tissue), Home care (disposable foil, wrap, plates, cups, baking accessories and oven trays) and Adult

care (incontinence products) and Wet Wipes, developed through business acquisitions. Third, the customers. Through innovation, the group grows category value and meets customer and ultimately consumer needs. Fourth, creating value through integrated value chains. It is not just about brand and products, consumers and customers, but also about how we establish a competitive value chain in product supply. We must put the right technology in place that enables the development of solutions that are different and more cost-effective than our competitors. As a result, this real differentiation, will sustain our number one positioning, and support a claim of the tissue authority in South Africa and in the broader Southern African region.

# How do you market your products?

**Garth Towell:** Our products are sold, marketed and distributed to both retail and wholesale customers (B2C), as well as to business-to-business (B2B) customers. We also manufacture and distribute private label products for certain customers, however we are predominantly a branded market player.

#### Tell us about your first cooperation with Toscotec in 1998: Riverview, PM1.

Ann Marie Viljoen: It all started with a Toschi machine originally installed in 1994 by an independent tissue producer in South Africa. In 1998, Toscotec converted this machine into a crescent former for Nampak Tissue and this became Toscotec's first crescent former. This machine has been TSG's best performing asset for a number of years, producing at 92% OEE. That project was our first interaction with Toscotec and through the years we got to know the organization, the technology and the people. Important to note, however that as part of the selection process for PM5, our team visited your new installations in Portugal, and were suitably impressed.

#### Focusing on the AHEAD-2.0S tissue machine that you started up on March 28<sup>th</sup> at Kliprivier mill, what were the reasons for the expansion and for the choice of Toscotec's technology?

**Tony Hulme:** The expansion and choice of Toscotec's technology was aimed at enabling TSG to deliver on three criteria in support of its growth

The South African market looks for a very soft product from a hand-feel perspective, and we believe that – as compared to our current products and technology – with TT NextPress we can produce a softer and bulkier sheet.

agenda in the South African market: 1.The requirement to reduce our total manufacturing costs. 2. The need to improve the brand equity of our core products. 3. The requirement to produce a differentiated base sheet, i.e. softer and bulkier.

We then asked ourselves the question: what technology should we invest in today to differentiate our product from all the competition in Southern Africa? During the engineering phase, we worked with Toscotec to reduce the energy cost by improving the design of the entire process. An energy efficient design meant that we would use energy efficient motors, TT NextPress, TT SYD, Steel Yankee which was new for us in South Africa, because we previously used cast iron Yankees - and a vacuum system based on turbo blowers. These were the key technological choices we made to reduce the total cost of energy.



Twinsaver Group, Kliprivier mill.

TT NextPress allows us to run in an energy efficient mode. This gives us the opportunity to increase either the softness or the bulk of the base sheet, which will be the competitive advantage in the market.



Toscotec's AHEAD-2.0S tissue machine, Kliprivier mill.

#### Based on these three criteria, what cost drivers informed your technology choice?

Ann Marie Viljoen: we were looking for a tissue machine that could run at an overall efficiency of 90%. The machines that Toscotec installed in the past years had demonstrated the capability to operate at such a high efficiency, with a very quick start-up and learning curve. Also, in terms of fibre yield - considering that fibres contribute about 50-70% of our manufacturing costs - Toscotec's overall design allows TSG to operate at a higher fibre yield.

#### Why a turnkey supply? And why did you choose Toscotec for your turnkey project?

Tony Hulme: The decision to consider a turnkey supply was based on three main criteria.

First, we believed that a turnkey supplier could leverage better pricing for equipment and services.

Second, TSG wanted the turnkey supplier to be accountable to meet stringent performance guarantees.

And third, TSG believed that it would be easier to manage the project if we had two main contract partners, i.e. civil works and the main equipment supplier.

#### What's your take on the AHEAD-2.0S machine performance and runnability? What can you tell us about the quality of the product you are producing?

Tony Hulme: All our tissue machines are equipped with a suction press roll, the old pressing technology. We had many discussions with Toscotec, and with others, about the next





Twinsaver Group, Official Opening Event for PM5 at Kliprivier mill.

MET MAGAZINE	success story	35

step in technology. TT NextPress allows us to run in an energy efficient mode. This gives us the opportunity to increase either the softness or the bulk of the base sheet, which will be the competitive advantage in the market. The South African market looks for a very soft product from a hand-feel perspective, and we believe that - as compared to our current products and technology - with TT NextPress we can produce a softer and bulkier sheet. The other advantage of the TT NextPress and of the drying capability of the AHEAD-2.0S is a wonderfully consistent moisture profile and formation across the sheet width. This has resulted in a huge step change in converting efficiency and OEE on our rewinders and also a reduction in customer and consumer complaints.

#### With respect to energy reduction, what feedback did you get on the AHEAD-2.0S consumptions specifically? Tony Hulme: Regarding

improvements in consumption of the drying section of PM5: we run at a much lower hood temperature and a much lower steam pressure. The Performance Guarantee runs were completed in September and the machine has maintained maximum speed. 1800 mpm, throughout the past 3 months. We obtained a reduction of our energy consumption equal to 30% compared with the older PM3 machine. The benefits of TT NextPress were also realised during the Performance Tests with the load and tilt tests, delivering true



Toscotec's AHEAD-2.0S tissue machine, Kliprivier mill.

product improvements and energy saving results. The cost of energy accounts for approximately 25% of our total manufacturing cost, so it is important that we reduce the energy consumption of our machines and given the rising cost of energy in South Africa, we have had to find ways to reduce our overall consumption.

# How would you describe the cooperation with Toscotec?

**Tony Hulme:** Toscotec is a very professional, very willing, and a very friendly partner. At this point in time, the Toscotec team supported us in completing one of the most successful start-ups worldwide. You helped us resolve many of the issues in a quick and proactive way, making improvements and keeping this project up and going.

The continued cooperation and partnership is very good and we are very happy with what Toscotec has done for us. Throughout the project - from the initial briefing, through the tendering process, the visits to different plants, the conceptual process, the engineering design, and installation and commissioning and now, the post start-up support and aftersales - our experience with Toscotec has been excellent and the team have been a pleasure to partner and work with.

The benefits of TT NextPress were also realised during the Performance Tests with the load and tilt tests, delivering true product improvements and energy saving results.



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# ANDRITZ at the Forefront of Innovation in Tissue

ANDRITZ has reinforced its position as a leader of innovation in the tissue industry by appointing two new members to its Global Tissue and Paper team. In 2018, Klaus Blechinger joined as vice president, Tissue and Ernst Kerschhofer has been appointed vice president, Tissue and Paper Service. Blechinger has been with ANDRITZ for close to 20 years and was most recently head of the Mechanical Pulping division. Kerschhofer joins ANDRITZ after 14 years' experience with a major supplier of machine clothing and roll covers.

> The high-level appointments go in line with other major developments at ANDRITZ in the tissue sector including the opening of the PrimeLineTIAC, a top-class innovation center inaugurated in Graz, Austria earlier this year, and most recently the acquisition of Italian specialist tissue drying technology supplier Novimpianti in June this year. Below is an interview with Klaus Blechinger and Ernst Kerschhofer

#### What is your impression of the tissue industry and in your opinion what does the future look like for tissue as an industry?

**KB:** The tissue industry is highly competitive and growing at the same time. Innovation is key in this industry, production costs and product features are in focus. In order to be able to take a lead in this dynamic industry, customers need to rely on strong suppliers, suppliers who are able to support their development efforts. **EK:** A strong service is of utmost importance. The tissue industry will see a constant operating cost optimization and thus also a strong move to digitalization.

# How do you rate the tissue industry in terms of innovation?

**KB:** I rate the tissue industry very highly in terms of innovation and this applies as such not to innovation for tissue products and production processes only. The tissue industry naturally triggers innovation in affiliated industry sectors, for example in the logistic sector. Thus, we must draw our attention in the future also to the whole life cycle of a tissue production line and to the entire production chain. Lifecycle Service, customer care, quick reaction support, reduction of logistic costs are all the focus of our tissue customers.

**EK:** As mentioned, the tissue industry is very innovative. Innovation is driven by the market – actually more definitively, by the consumers of the product. Tissue is a local product tailored to specific market demand, the focus on innovation is different in

A few things have always been important during my working life; being close to the customer, listening carefully to their needs and consequently drive innovation. Constant innovation is the only way to obtain a competitive edge in the market.

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Klaus Blechinger, Vice President Tissue, ANDRITZ AG

> Being in the past for many years with a QCS supplier and more recently working in the clothing and roll cover industry have led me to understand what modern IIoT technology can do for our customer base in the industry.

Ernst Kerschhofer, Vice President PrimeService, ANDRITZ AG the different markets. In some markets the product features are the core focus, other markets are very cost driven. No matter what, production costs or in other words the efficient usage of valuable resources like fiber and energy are key for every successful tissue producer. As the traditional tissue production technology is pretty much optimized, tissue producers are always looking for new innovative production technologies.

#### On the subject of innovation, and now that the PrimeLineTIAC has been in operation for a few months, can you tell us about some of the work that ANDRITZ is carrying out in R&D? Anything important to report?

**KB:** Our PrimeLineTIAC Tissue Innovation and Application Center has developed very successfully since its official launch in March 2018. The pilot plant is available to tissue producers and suppliers, research and development companies and universities but also for our own R&D activities. Within the last months, we carried out several internal R&D projects to further develop and improve ANDRITZ products for tissue machines. For example, new products such as the latest shoe press technology, PrimePress XT Evo, have been developed and tested successfully under all conditions. Furthermore, existing products and technologies, for instance the ANDRITZ Vertical CrescentFormer (VRT), have been optimized. The Vertical CrescentFormer produces conventional tissue grades with lower energy consumption and better sheet quality.

### Can you tell us what results you are seeing with the R&D at TIAC?

**KB:** With the new technologies developed so far, the PrimePress XT Evo and the ANDRITZ Vertical CrescentFormer (VRT), we can see a dryness gain of 3 - 7% at the Yankee versus conventional operation with suction presses. As well as a gain in bulk of about 5 - 18% being observed for those operations.

For textured tissue we are on a very successful path and have reached results beyond current comparable and operating technologies. We are now reaching caliper values of 280



ANDRITZ offers comprehensive services, like for example for rolls and headboxes, to maintain and upgrade paper and tissue machines.

to 350 microns for toilet and towel respectively and water absorbency capacity of 12 g per gramme of fiber for towel.

#### How are the customer trials going?

**KB:** Customer trials are going very well and so far we have received excellent feedback, for instance one client stated: "We are impressed with your pilot plant and the team running this excellent facility. This is a different world." PrimeLineTIAC enables us to operate independently of third-party intellectual property and/or R&D facilities. These are very important advantages for our customers and also for ourselves, as they ensure that we can use ANDRITZ technologies globally, without any restrictions. This is highly appreciated by the market and our customers. Thus, we have already had many international and renowned customers from the pulp and tissue industry as well as from research laboratories and universities at our pilot plant. They have conducted and are further interested in trials in the fields of fiber optimization for specific products, product quality improvement, increasing of dryness, reduction of energy consumption and many more. Furthermore, the first customers have conducted successful trials to improve TAD operations.

#### What are the main areas of products and grades being focussed on at TIAC?

**KB:** The pilot plant features various configurations for the production of conventional, textured, and structured (TAD) tissue for all kinds of tissue products for instance, facial, toilet, kitchen, napkin or towel. We currently have three possible new configurations for TAD tissue, which provides the highest quality for toilet and kitchen paper and we are working on our textured tissue technology that offers quality close to structured tissue but with lower energy consumption.

## What raw materials can be used at TIAC?

**KB:** There are trials with all types of raw materials possible. We can use softwood, hardwood, recycled fibers, bagasse, bamboo, straw or liquid pulp. Customers can also bring their own raw materials for testing.

#### What results are being seen at TIAC with the introduction of digitalization or the Industrial Internet of Things (IIoT) through Metris PrimeControl E?

KB: Digitalization will be of utmost importance in this industry. Metris PrimeControl E is the answer to this development and is the ANDRITZ IIoT solution for tissue machines. PrimeControl E is supplied with every ANDRITZ tissue machine. Initially, we installed it at PrimeLineTIAC to optimize and monitor R&D activities and trials, as well as to develop new, pioneering solutions for OPP (Optimization of Process Performance). In the TIAC it is used to monitor and control the different pilot machine configurations as well as stock preparation and includes alarm management, advanced reporting, drive systems, quality control systems, and remote support. There are also reports on energy and resource

efficiency capabilities available to monitor and optimize consumption of energy and other resources. In the field Metris PrimeControl E is used for immediate, fast and efficient customer support and increasing efficiency during start-ups and operation. We expect the first OPP contracts to be concluded with tissue producers later this year.

What new areas have you been working on at TIAC in terms of technology? What can tissue producers expect to see from ANDRITZ in the near to mediumterm future regarding new products/ technological developments?

KB: Since the plant was started up, the pilot facility has been operating with conventional tissue grades. At the beginning of 2018, the PrimeLineTIAC pilot plant was reconfigured to operate in textured mode. Now, just a few months later, ANDRITZ is able to present remarkable results in the field of textured tissue that clearly surpass the results of similar technologies on the market. Within the next few months, our internal R&D trials will concentrate on different configurations and developments for the production of textured and structured tissue, with the focus on reducing investment and operating costs.

#### Can you give us an overview of PrimeService and what ANDRITZ offers Tissue producers?

**EK:** PrimeService comprises a full range of service options. It starts with customer tailored solutions for spare parts supply but also includes repairs and upgrades as well as field service. We have comprehensive onsite as well as online support. An important element of PrimeService is the optimization and simulation support provided to our clients. ANDRITZ PrimeService enables customers to run production lines continuously at the highest efficiency level.

Does ANDRITZ provide a remote service for Tissue producers when it comes to machine monitoring and/or service and maintenance?



The tissue pilot plant PrimeLineTIAC at the ANDRITZ headquarters in Graz, Austria.



The automation system Metris is the new ANDRITZ technology brand in "Industrial Internet of Things" (IIoT) applications.

**EK:** ANDRITZ offers state of the art remote service support to Tissue producers, including monitoring, service and maintenance support. With the powerful functions of Metris in place, technological support, troubleshooting functionality as well as process improvement recommendations are also remotely available.

# Anything new on the horizon when it comes to service for ANDRITZ tissue producing customers?

**EK**: IloT through Metris is giving service another dimension, we are at the beginning of a journey with many new ideas and opportunities on the way. This modern technology is essential for continuous process improvements supported by PrimeService and it is also key for selection and development of tailor made, process relevant, wear parts such as roll covers and machine clothing. It's no secret, ANDRITZ is working on a project to extend the PrimeService product range accordingly. ANDRITZ has recently acquired Novimpianti, an Italian company with expertise in drying and energy systems for tissue machines, can you tell us what difference this will make to ANDRITZ customers?

KB: ANDRITZ Novimpianti S.r.I. is a global supplier of engineered equipment and services for air and energy systems to the paper industry's leading manufacturers. For ANDRITZ, this acquisition further strengthens its product offerings in the field of air and energy systems, mainly for tissue but also for paperboard machines and extends market coverage. For our customers - compared to now - this acquisition will provide an even more exhaustive support for their future development, as we will build up and drive innovation in this field out of this center of excellence, with focus on energy and operating cost reduction.



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# The integrated solutions of Electric 80 and BEMA are totally

Elettric80 and BEMA are totally changing the way factories are designed, offering the most efficient and safest solutions available worldwide.



Elettric80 and BEMA offer automation solutions for high volume consumer product companies, mainly in the tissue, beverage and food sectors. The two companies specialize in the implementation of flexible, modular, integrated automation solutions which improve planning and control of production, storage and shipping activities. The results are a significant increase in factory efficiency, total traceability of handled products, maximum safety and strong return on capital invested over many years. The primary tools of the trade, designed according to the tissue customer's needs are: a wide range of LASER GUIDED VEHICLES (LGVs); WOODPECKER pallet checking system, DRAGON high speed palletizer, SMARTBOX the compact end-of-line solution, SILKWORM stretch wrapper, ROBOTIC LABELLER and SMART STORE high density warehouses. The whole process is managed centrally by a fully integrated software platform, named SM.I.LE80 (Smart Integrated Logistics), which ensures the optimal and effective management of all plant operations: from incoming raw materials to complete warehousing and shipping.

Thanks to highly innovative hardware and software solutions, Elettric80 and BEMA revolutionized Factory 4.0 more than 20 years ago, becoming well-known all over the world as the market leader of integrated automation solutions.

As a compliment to their innovative solutions, Elettric80 and BEMA guarantee their worldwide business customers a 24/7 remote and on-site assistance and support service which ensures they remain highly efficient over time. In fact, Elettric80 and BEMA technicians work around the clock within the two companies' Customer Service and Support Centers. For larger, more complex systems, Elettric80 and BEMA can deploy Embedded Engineers with the aim of guaranteeing efficiency to the plants proposed over time. All technicians are engaged in continuous training programmes, assisting testers in the workshop; thus, they all are constantly updated on the technological innovations that are to be implemented in the customer's plants.

#### **The Hardware Solutions Implemented**

**ELEPHANT LGV** system for parent reel transport and warehousing helps customers to achieve higher line uptime, paper waste savings and more safety. **WOODPECKER** pallet control automatic system ensures that only pallets complying with the customer's requirements are used in the manufacturing process. It prevents problems in production, during handling, and also prevents damage to finished products as well as inside automatic warehouses. **DRAGON** robotic palletizer, for high speed applications, is designed to allow packs, bundles and cases to run at high speed on the same line with ZERO product change time. It is at floor level, flexible and efficient on all types of products.



**SILKWORM** robotic stretch wrapper, thanks to the use of the 1000-mm high film reel, the robotic technology and the motionless wrapping head, guarantees high production speed. Furthermore, it ensures maximum flexibility, allowing the stretch wrapping of pallets with different dimensions, while preserving the same quality and the product integrity as well as ensuring load stability. SILKWORM has been designed to



reduce the reel replacement frequency and the operator's interventions, guaranteeing the automatic reel changeover without interruptions along the production line. The system is stand-alone, which increases the production line efficiency.



#### The ROBOTIC LABELLER is

equipped with an anthropomorphic robot that enables to apply labels on more sides and levels, guaranteeing production flexibility and high speed in limited space. The applicator arm is equipped with a telecamera to check the correct application of labels and the barcode readability. The option with two printers allows to double the operational autonomy and carry out the automatic reel changeover without any production downtimes, thus increasing the line overall efficiency.

Maximizing warehouse efficiency, space and energy savings is possible with **SMART STORE**, a high-density warehouse designed to meet the customers' automatic storage and retrieval requirements, including shipping efficiency, optimization of warehouse density and fill factor.

**SMART BOX** The compact end-ofline solution: unique, robust, modular, and extremely efficient; easy to use and maintain. Elettric80 and BEMA have designed and implemented an innovative system for the tissue industry that integrates the best technologies of both companies. Within the space of only 12m x 7.5m, the SMART BOX combines palletizing, wrapping, and labelling in a flexible and compact layout. The SMART BOX system -- easy to use and maintain -- offers multiple advantages, such as high efficiency, close-couple to production lines, and low maintenance costs that remain constant over time thanks to the limited number of mechanical components. The implementation of SMART BOX has also made it possible to improve the

performance of the robotic labeller, consolidating a new range of products and developing a very compact and simplified product-input management, ideal for medium outputs. The SMART BOX concept has already demonstrated that it can be applied not only in the tissue sector but also in other sectors, with positive long-term effects on the entire production line.



# **Successful Case Studies**

#### Roto-cart S.p.A. : Fully Integrated Tissue Converting Facility

Roto-cart S.p.A. is a top quality integrated tissue producer, manufacturing toilet rolls, kitchen rolls, napkins and AFH products. All premium products are distributed through the brands Sensitive and Toffly for the consumer market and Formula for away from home. The Company produces parent reels in the Group's mill base in Borgo a Mozzano (Lucca) and converts them into finished goods at the completely new 48,000 m<sup>2</sup> manufacturing, storage and distribution facility in Castelminio (Treviso). In addition, the Company operates a second converting plant in Piombino Dese (Padua Province), the Group's HeadQuarters. The Group currently supplies some of Italy's largest retailers and wholesalers (2.7% market share of Italian market). The Group currently has 11 converting lines in operation, which include 5 recently commissioned lines (including the most advanced 900 meters/min Perini Print Unit equipped with all carbon rollers) for the completely new plant in Castelminio (this plant represents the state of the art in terms of integration and flexibility in the tissue market). For its new cutting-edge converting facility, Roto-cart S.p.A. chose Elettric80 and BEMA as sole partner in the establishment of one of the main greenfield production facilities. This is another important example of a fully integrated factory, from raw material input, scheduling of production and related processes, palletizing, stretch wrapping and warehouse management, full interaction with the client's ERP system, to finished product preparation for truck loading. The group decided to entrust Elettric80 and BEMA with an investment of over 20 million Euros.

# Sofidel: From Smart Factory To Smart Revolution

Sofidel boasts a net sales of more than 1.7 billion Euros (2017) and a worldwide presence. In an assertive and dynamic manner, Sofidel has internationalized its business efficiently, analyzing its manufacturing plants individually; it has reached this aim by relying on a technological and strategic approach for optimizing costs and the quality of solutions. Sofidel's latest project is a greenfield plant built in Ohio, for which the Italian investors were congratulated by former US President, Barack Obama in 2016. It is an outstanding 4.0 factory which is highly automated and integrated, from the raw materials to the truck loading: an overall investment of over 330 million Euros, 30 of which the Group decided to entrust to Elettric80 and BEMA. The greenfield converting plant, opened in Sweden in 2015, gives an idea of the magnitude of the project currently being implemented.

#### Papelera San Andres de Giles: 20 Years Betting On Innovation

With an emphasis on high product guality and service, Papelera San Andres de Giles (PSAG) has consistently bet on technological and product innovation. Considered Argentina's most efficient and modern tissue manufacturer today, it's fair to say those bets have paid off. In 2016 PSAG was internationally recognized with the prestigious PPI Tissue Innovation Award, honoring its Leadership, Vision, Innovation and Strategic Accomplishments. Step by step, over the years, all production processes have been integrated and fully automated. Starting from the automated LGVmanaged parent reel warehouse and flowing through to robotic palletizing, robotic stretch wrapping, LGV pallet transport, the 5-level high 10,000-pallet position LGV automated drive-in warehouse, automatic LGV pallet prestaging, and the newly constructed selfsupporting Smart Store high-density warehouse, 7-levels high housing 16,000-pallet positions. Papelera San Andres de Giles and the Gagliardi family selected and entrusted Elettric80 & BEMA for every step along the way.

On the day you start a new job, you walk in with an open mind as to the norms, the rules, the methods of working and the expectations for yourself and the company you have just joined. You are usually not immediately judgmental, nor do you come into the job with the intention of working against your employer; you are gathering information to make these decisions later. This information gathering is made during the orientation period for the new job. It takes six weeks and can be purposefully done by the company or not, it still happens. It occupies the "Orientation" box in the process flow diagram of building a great company and great career.

Career Company, Growing a Great Career Advector Constants

#### The job

A company exists as a shared belief among its employees and customers, it is meaningless without them. Consequently, a company will find, evaluate and court people to join its ranks as employees. The company's authority to act is granted by a history of successful accomplishments and/or an anticipation of successful accomplishments to come. On the other hand, a person actually does exist as a human being, having a bundle of experiences, education, passion, desires, and basic needs. To fulfil these desires and needs, a person who wants to be an employee will find, evaluate and court the company in order to be employed. The person's authority to act is granted by a history of successful accomplishments and the expectation of successful accomplishments to come. The end of the courtship is the job offer and acceptance. In a great company, you as an employee enter a process to contribute to the company's growth and establish and develop your career. The company's responsibility is to present opportunities, assignments and training. The employee's responsibility is to exploit these opportunities. At the same time a great company will orient the employee (remember the opening paragraph) and exploit his potential. Simultaneously, the employee will prepare himself and grow for the next position. A shared responsibility is held between the employee to compare what the company needs to what the individual wants to do and needs for development and to determine the next assignment. And then the company moves the employee to the next level and the process repeats. It is a simple work, the learn grow cycle.

#### The downward cycle

As you work you become emotionally connected to the job and the company, however, you may experience career dissatisfaction, company dissatisfaction, personal factors which degrade your relationship with the company and can also be recruited from the outside. If you pile up too many of these factors, you will emotionally disconnect from the company. This emotional connection is the only reason why most of us are working. If you emotionally disconnect, you will get into a mediocrity spiral or go find a different job.

## The factors leading to this emotional disconnection are:

- · Lack of opportunity
- Lack of challenge
- · Lack of reward
- Lack of recognition
- · Lack of a feeling of impact
- Lack of a feeling that the company has your best interest at heart
- Lack of confidence in the leadership
- · Damage inflicted upon you by the company
- · Personal factors
- MET MAGAZINE

- Overworked or underworked
- Recruited from the outside.

#### **Reversing the cycle**

A great company understands that these factors exist and addresses them before they lead to the emotional disconnection of the employee. A great employee understands that these factors exist and addresses them before they lead to an emotional disconnection. Although addressing the factors may not prevent the disconnection and lead to the loss of the employee anyway, if the company cannot offer what he needs, nonetheless addressing these issues minimizes the cost of the employee leaving and makes a better future. They may come back, remember, we are all customers. The principle accountability in this process is to have exemplary performance, both by the individual and the company. The critical knowledge needed by the employee is an understanding of individual goals, values and talents.

#### For the company fair dealing with employees, benchmarking and external equity checks are a must.

The critical knowledge needed by the company is understanding of vision and direction, including core competencies and values. You cannot have a successful discovery, evaluation and courtship process unless you have this information. It is the reason you define your mission, vision and values. Preventive actions needed in the process are being true to yourself, benchmarking and internal and external equity checks, but be aware the equity checks can be dissatisfiers if you let them. For the company fair dealing with employees, benchmarking and external equity checks are a must. This process is simple but takes discipline and support from the top to implement. As stated earlier, both the company and the individual have to know their mission and vision. The individual usually writes a document that is a resume, plus a statement of what they would like to do in the short and long term. The direct manager of the employee is given that document and critically assesses the employee's ambitions against the current needs of the company and against what they see as the employee's ability. Then the two parties meet and discuss the manager's opinion in regard to the employee desires, and they both create an action plan. There are three possibilities to be uncovered in this meeting. One is that the employee is overly ambitious given the talents he has displayed. The second is that the employee is realistic and on track. The most common, however,

out of industry











is that the employee has no idea how good they could be. In a large organization many of the opportunities can be found within that company. In a small organization the best route may be in another company. The goodwill of this employee will pay dividends to the manager in the future, and they may come back with valuable outside experience at a much higher level. This is better than stunting the individual. The chart above shows the growth of knowledge and probably the accompanying performance versus time. The typical growth curve is very rapid at first, reaching a peak at about three years and then a slight decline and a plateau where one can cruise for a long time. The best performers can feel the rate of growth and as soon as it starts to slow they find a new job. I worked for one large employer for 30 years and did this 13 times, usually upward but on occasions laterally to get more experience.

#### Window of opportunity

Now let's get back to the importance of orientation. A poll by Gallup showed that worldwide, about 19% of the employees are delivering almost all of the economic value to the company, 64% are doing something, but not delivering much, but the most interesting group is the remaining 17% who are actively working against their employer. So, we as managers will spend a lot of time trying to move the bottom 17% to the middle. This is of no use. However, if you focus on moving 1/3 of the middle group to the top one, you will double the economic output of your company, with the employees you already have. Therefore, the orientation period is critical to put the new employee in the right direction; yet it is commonly ignored.

In short, if you do not orient the employee, the bottom 17% will, and you know the rest of the story.

This works. I have lived it and I have seen it. These companies are fantastic places to work and thrive. Where would you like your company to be?

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