



Photo: Bracell

**EXPERT
INTERVIEW**

DIGITAL SITE IN ACTION

PROJECT STAR — PULP AND PAPER

GO BY PLAN. GROW BY PLAN!

The new generation of pulp making: Andritz has successfully started up a major pulp production mill for Bracell's STAR project. The new plant in Lençóis Paulista uses the best technology in the industry. For project logistics and site management, **ANDRITZ** relied on Insite LMS, the platform for industrial construction sites.



Project STAR is a landmark pulp and paper initiative in Brazil, led by Bracell, with key pulp production equipment supplied by ANDRITZ. In this interview, Senior Site Manager Nogueira Itamar shares his experience with the implementation of Insite LMS to streamline the construction and logistics processes.

PROJECT STAR, ANDRITZ AND INSITE LMS

Project STAR is an ambitious Brazilian pulp and paper project by Bracell, for which ANDRITZ supplied major pulp production equipment. It is one of the largest and most sustainable pulp mills in the world featuring two environmentally friendly hardwood fiberlines for a capacity of 2.6 to 2.8 million tons/year of bleached kraft pulp or 1.5 million tons/year of dissolving pulp made from sustainably cultivated eucalyptus.

90 companies worked for ANDRITZ in the STAR project

280,000 pictures were taken via Insite LMS in ONE project

1,000 Insite LMS users worked for ANDRITZ in the STAR project.

2 months Insite LMS implementation period

YOU IMPLEMENTED INSITE LMS FOR THE FIRST TIME IN BRAZIL. WHAT WAS YOUR MAIN MOTIVATION?

Nogueira Itamar: Our initial objective was to get material tracking via Insite LMS fully up and running in this project. We wanted to finish the implementation within six months but did so in two! Seeing the success of this phase and experiencing Insite LMS and its simplicity in adapting management processes, we decided to extend the use of the site management solution to other areas such as HSE, quality, planning, commissioning, and progress monitoring.

When we saw that our external subcontractors were easily integrated into Insite LMS, we concluded that we could consolidate and simplify further routines via Insite LMS. And all this with the speed and security of data processing that we had been looking for! It was certainly a challenging task—1,000 users, 90 companies, 2.7 million database modifications, and 280,000 pictures—but Insite LMS provided us a way to proceed.

WHAT WAS YOUR IMPLEMENTATION STRATEGY? HOW DID YOU GET STAFF ON BOARD?

Nogueira Itamar: We believe that our staff should reach a state of fulfillment while doing their jobs.

Chasing papers, large Excel files, or numerous emails is not fulfilling at all! That's why we wanted something different. Nowadays, everyone uses cell phones for chatting, taking photos, etc.

So why not bring the company's processes into the hands of the employees? We rigorously followed a "users first" approach and a hands-on implementation. In this sense, we designed our Insite LMS processes in a mobile and customizable way to support each individual's needs. By doing so, everyone was easily brought on board. All in all, we saw that tremendous energy emerged within our project teams.

HOW DID YOU CONVINC EXTERNAL SUBCONTRACTORS AND CUSTOMERS TO WORK ON THE PLATFORM?

Nogueira Itamar: If you provide a well-designed, tested, extremely lean and fast process, there is no need to convince external subcontractors and customers. When we introduced the site management software Insite LMS and trained our external users, they immediately started using it without any restrictions. Their feedback, of course, provided us with a valuable external perspective that led to adjustments that brought huge benefits to all our stakeholders.

To sum up, I can say that Insite LMS is well-suited for our needs and our users appreciate the all-in-one app for accomplishing their respective tasks.

WHAT WAS THE BENEFIT OF YOUR HANDS-ON APPROACH? WHAT WILL YOU CHANGE IN THE FUTURE?

Nogueira Itamar: The hands-on implementation worked well for us. We accomplished to improve our processes and make them useful for our users. We reduced preparation time and eliminated excess and supply shortages. Insite LMS is well-suited for industrial construction projects: In our case, the site management software did not require a dedicated IT professional to deploy: We used the software's configuration flexibility to adapt it to our needs. Any support necessary was provided by INSITE IT. In our upcoming projects, we will extend the use of Insite LMS from the beginning of the project to the final phase, we will start the full integration of the entire production chain, and we will increase the global reach of Insite LMS by having our international departments interact with the site in real time. And although Insite LMS has valuable training and documentation resources, it was beneficial for our users to adapt existing documentation to our company.

KEEP IT GOING. KEEP IT GROWING!

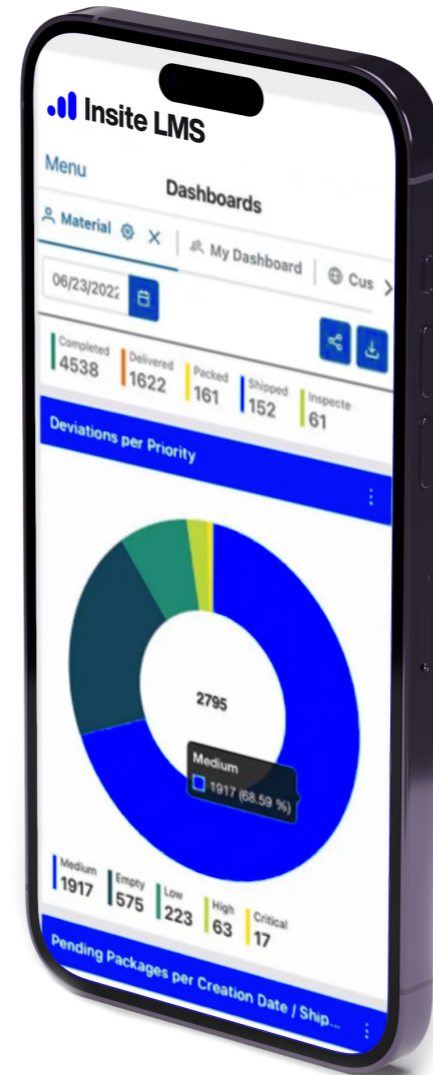
WHICH THREE TIPS WOULD YOU GIVE THOSE CONSIDERING DIGITALIZING THEIR CONSTRUCTION SITES AND INTRODUCING SITE MANAGEMENT SOFTWARE?

Nogueira Itamar:

1. Listen to your users in their environment and configure Insite LMS directly on site.
2. Think about how you can optimize your process and make it smarter, even if it already seems to work well.
3. Share your findings with INSITE IT and work together to evolve your processes and software. This partnership has clearly been very good and mutually beneficial.



ONE TOOL ON SITE



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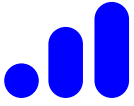
NOGUEIRA ITAMAR
Senior Site Manager, Group Site Installation
ANDRITZ AG

About Nogueira Itamar

Nogueira Itamar is a Global Senior Site Manager working for Group Site Installation at ANDRITZ in Graz, Austria. He holds postgraduate degrees in Business Law and Management (focus on process standardization) and has been with ANDRITZ for 18 years, working in various segments and on sites all over the world.

About Andritz AG

ANDRITZ is a globally leading supplier of plants, equipment and services for hydropower stations, the pulp and paper industry, the metalworking and steel industries, and for solid/liquid separation in the municipal and industrial sectors as well as for animal feed and biomass pelleting.

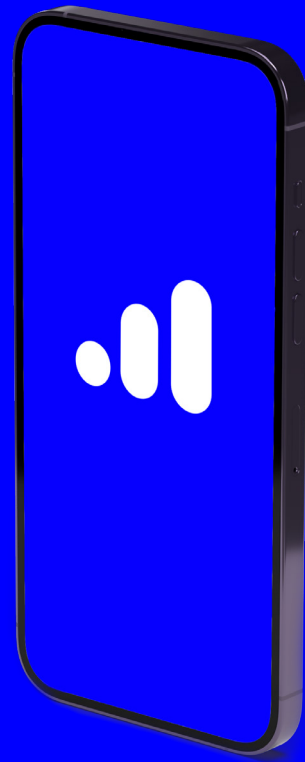


Insite LMS is the leading solution for digitalization in industrial plant construction.

With Insite LMS, industrial construction reaches a new dimension.

- Collaborate seamlessly across company boundaries on a single platform,
- access real-time information anytime, anywhere and
- manage global projects with confidence.

The platform covers a wide range of applications, including project logistics, site management, material tracking, and time tracking for employees and subcontractors.



Insite LMS
by INSITE IT GmbH

Blumauerstraße 3-5
4020 Linz Österreich
office@insite-lms.com
www.insite-lms.com

with

ANDRITZ AG
Stattegger Strasse 18
8045 Graz
Austria
welcome@andritz.com
andritz.com