

# Value on the Surface of the Roller

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# Our Safe Harbor Statement

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- The claims, observations, data and viewpoints of this paper are based on over 77+ years of involvement in the Web Processing industries. Data is derived based on doing business (on an annual basis) with over 1,300 different web processing manufactures.
- This includes processing over 16,000 unique purchase orders and more than 260,000 rollers annually in 23 different market segments. This market activity includes providing (on a limited basis) solutions to “competing” companies due to the large product portfolio of the American Roller Company.
- There are exceptions within the industry to the items highlighted in this paper; however they are just that – exceptions – and not general practice as observed and documented by company data.

# Industry Challenge & Why

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- Web Processing Rollers are severely lacking in these areas:
  - Roller utilization
  - Best practices
  - Maintenance & Fleet Management
  
- Why?
  - Rollers can be a lower MRO spend. Management not seeing as priority.
  - However, roller can be **THE** piece of equipment effecting speeds & quality
  - **RESULT:** We are leaving process improvement and economic value on the surface of the roller.
  
- The “Offenders” and what to do about it?
  - The Industry
  - The End User
  - The Supplier Base

# The Industry

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- Lack Of Specification
  - Documented roller specifications per roller position? Where does it reside?
  - Poor business processes: No purchase orders; “make it like last time”
  - Subjective decisions by the supplier (journal & box repair)
  
- The Con Game
  - Material substitution or other measures (i.e. re-capping)
  - Tolerances not being met
  - *How are we sure? 30% of cases aren't as advertised*
  
- *What can an end user do to correct this?*
  - Document a master specification file for every roller position.
  - Develop formal master service agreements with suppliers.
  - Require suppliers to provide usage metrics; certified quality documentation (i.e. laser profiles, proof & accountability documentation)
  - Audit the supplier

# The End User

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- ❑ De-centralized or centralized decision making?
  - Very poor industry experience with “centralized” strategies
  - Purchasing led consolidation vs. Application engineering standardization
  - **ATTENTION:** *It is about the material & the tolerancing!*
- ❑ Generalists & Poor Metrics
  - Losing the roller knowledge; or diluting the roller knowledge
  - Do you have usage metrics? / Correlated to machine performance or costs?
- ❑ Unit Price vs. Value Delivered
  - 50% commodity / 50% value add. Do you know your segmentation?
  - Almost all users view the spend in a commodity unit value way.
- ❑ *What can an end user do to correct this?*
  - Evaluate centralized vs. decentralized strategy (Purchasing or Application?)
  - Do you have metrics today? Using CMM system? Any improvement programs?
  - Unit vs. Value add? Do you know? Can you quantify?



# The Supplier

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- Niche Product Offerings
  - Rubber, Urethane or Hard Facing does not solve all the worlds problems
  - Who has the time to research the best option?
  - Your killing me with trade naming!
- Suppliers are de-centralized
  - Most suppliers are single shop entities.
  - Multi-shop entities are still decentralized
  - How does an end user drive standardization?
- Consolidation could drive more development
- *What can an end user do to correct this?*
  - Evaluate the supplier base to know the niche of advice.
  - Evaluate the depth of your options
  - Evaluate how your centralized vs. decentralized approach relates to your supplier



# Summary

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- Industry
  - Specifications
  - The Con Game (material & tolerances)
- End Users
  - De-centralized vs. centralized
  - Generalist = knowledge gap; plus poor metrics?
  - Unit Price vs. Value Add (Unit purchasing vs. Application standardization)
- Suppliers
  - Niche product offerings = niche advise and possible mis-application
  - De-centralized suppliers = difficulties in implementing standardization
  - More R&D would be nice!



# Questions?

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