



GLOBAL REACH | MINORITY ENTERPRISE | SINCE 1973

Kimberly-Clark Personal Care



Photo courtesy of Kimberly-Clark

## CASE STUDY

### Innovative Workforce: Personal Care Division

Designing an outsourcing model to meet non-core production needs for the Personal Care sector of the largest Kimberly-Clark mill in the world. MAU's solution enabled the Personal Care sector to focus explicitly on core functions after one of the largest expansions in Kimberly-Clark's history.

# PROBLEM



KIMBERLY-CLARK CORPORATION  
Beech Island Mill

53,000 employees worldwide  
\$191 billion in sales, 2009

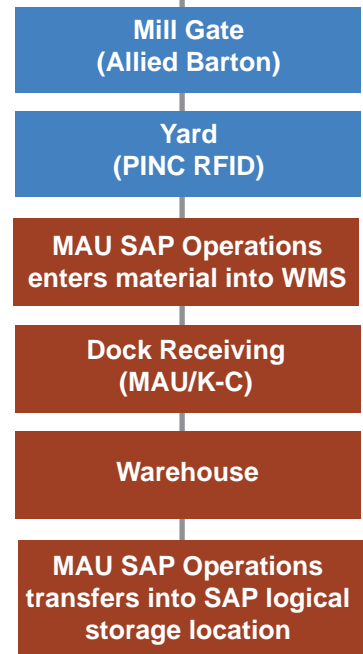


Kimberly-Clark's Personal Care division was increasing daily production from 6 million to 10 million diapers with the delivery of 5 new production machines. However, the necessary expansion created packaging and logistical challenges that the division needed to resolve without sacrificing their overall production goals. Kimberly-Clark needed to secure a strategic partner to assist in designing and implementing a solution that accommodated the division's increasing production level, despite never outsourcing such significant processes before. Historically, Kimberly-Clark utilized MAU's temporary staffing services before transitioning to various outsourcing models in 1997.

Kimberly-Clark and MAU designed a new outsourcing model that designated core and non-core functions. Two core functions, Material Flow and Operations Process Support, were outsourced. The non-core functions were assigned to MAU employees to handle Kimberly-Clark's personal care product production and software, including an introduction to LEAN. This included the Personal Care raw material inventory which required confirmation, issuing of raw materials to operations for product. Through this transition of key functions, MAU was able to focus on production, engineering, quality engineering, and maintenance by the mill's expansion.



## Kimberly-Clark



Issu



# SOLU

# RESULTS

outsourced model based on Personal Care's critical but non-core functions, Raw Material outsourced to MAU. The combination of these handle processes leading up to and following production. MAU learned the mill's existing processes and LEAN practices. This allowed MAU to manage functions included: warehouse storage, inventory management, and finally robotic palletizing of the finished goods. As the Personal Care division was better enabled to focus on core production functions, key LEAN initiatives brought



Focus on core production functions was increased

Kimberly-Clark was able to outsource 715,000 man-hours of non-core functions in one year to MAU

Focus on non-core functions was outsourced

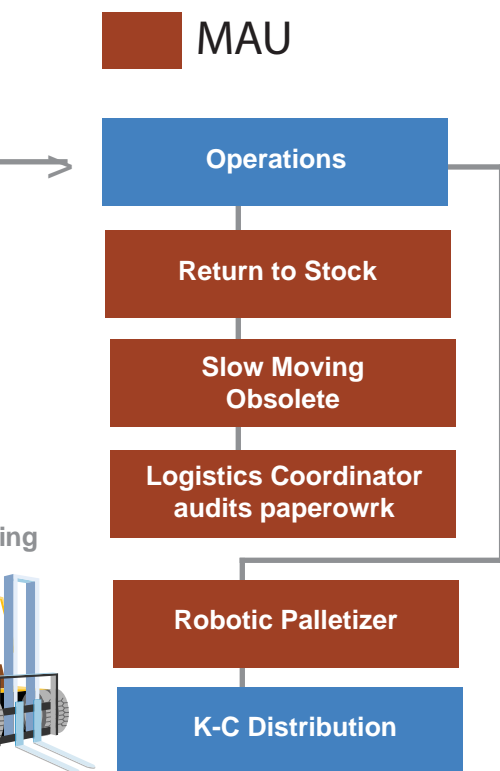
Kimberly-Clark handed over daily responsibilities for 93,000 square feet of warehouse space for over 750SKUs, operation of 8 autoloaders, and robotic palletization of 90,000 cases of finished goods.

Safety training outsourced

MAU develops Safe Operating Procedures for over 20 high risk positions and 300 employees in addition to skills training and certifications for a variety of forklifts, and 24/7 mill wide crisis management.

Savings through quick reaction time & special projects

Kimberly-Clark saves over \$220,000 annually by using MAU's flexible staff instead of pulling internal employees off the production line to accommodate last-minute changes & unexpected setbacks.



Kimberly Clark met their increased production goals during the mill's expansion by reallocating their resources and assigning non-core tasks to MAU. MAU met both productivity and quality requirements at a lower cost to Kimberly-Clark. Today, Kimberly-Clark relies on the MAU site team and a total average headcount of 300 outsourced employees. With improved efficiency, safety, and cost savings, Kimberly-Clark turned over key collateral duties in the internal operation to MAU so the mill's leadership team can continue to focus on new technology and assets.

# UTION

## TESTIMONIALS

"WE'VE ENJOYED A LONG SUCCESSFUL PARTNERSHIP WITH MAU SINCE 1984.

Since the Beech Island mill is Kimberly-Clark's largest production facility in the world, MAU's partnership has proven to be very successful, through their commitment and flexibility, allowing us to solve a number of business problems that typically show up on very short notice. I look forward to continuing to work with the MAU team on creative solutions to significant business challenges to ensure the continued growth of both MAU and Kimberly-Clark."

Bob Cross  
Site Leader  
Kimberly Clark - Beech Island Mill

"IN OUR EXTREMELY COMPETITIVE CONSUMER PRODUCT BASED ENVIRONMENT, we are compelled to consistently evolve and refine the business model. MAU's willingness to be forward thinking strategically, while working diligently on customer satisfaction of services received tactically, is critical and very much appreciated. I view MAU as a competitive advantage on our continuous improvement journey going forward."

Kevin Ward  
Personal Care Plant Manager  
Kimberly-Clark - Beech Island Mill

## WHO WE ARE

MAU is one of the country's premiere human resource and staffing services companies. Native American owned and certified, we have grown steadily since 1973 from a local agency into a multi-faceted business with an international customer base. For the future, we are committed to link our family values and community stewardship with today's sound business practices to assure success and growth in the twenty-first century.



Comprehensive. Committed. Cost-effective.

Find out more about MAU's impressive array of services with offices located throughout Georgia, South Carolina and Illinois by visiting [www.mau.com](http://www.mau.com).

CERTIFIED  
MINORITY  
ENTERPRISE  
NMSDC  
CMSDC  
CSTMBC  
GMSDC  
NCAIED/UIDA