

**HOLMEN**



# Case Study

Paper-mates: Partners enjoying a productive relationship



# Holmen Paper AB

*If you're searching for a name in your phone book, flicking through the catalogue of one of the UK's leading retailers or reading your Sports or Financial Newspaper, the chances are the paper you're holding was produced in one of Holmen Paper's Swedish Mills.*

*Founded in 1609, the company is now one of Europe's leading manufacturers of wood-containing printing paper for retailers, magazine and book publishers, daily newspapers and telephone directory companies.*

*Over 80 per cent of all the paper Holmen produces is exported to markets outside Sweden including Britain, where Jenkins – the market leader in the forest products sector – is responsible for delivering an annual average of 200,000 tonnes of cargo to Holmen's customers on time, every time and in perfect order.*



**HOLMEN**

## Paper heavyweights join forces

Paper producers have been put through the mill in the last decade with a downward spiral in newsprint production from the high watermark of the mid-1990's, so Holmen Paper has re-examined and transformed its business model, shifting some of its production to other types and grades of paper products with more dynamic potential for growth.

Holmen Paper's Karolina Svensson (Sales & Marketing Director) and Andreas Moback (Head of Operations & Logistics) discuss tackling these challenges and put their thoughts down on paper with Rob Stewart (Commercial Director) and Paul O'Hare (Managing Director) of Jenkins.



# what services does Jenkins provide?

**KS** "Through our first contract with Jenkins, which was signed in 2012, we now import every kind of product – from small rolls of bulk paper, to large rolls of magazine grade paper – via dedicated Forest Product Terminals in Sheerness and Hull to service both the South and North of England.

Jenkins provides us with specialist stevedores in forest products, as well as access to quayside warehousing and delivery to any destination either through their own fleet of vehicles and specialist trailers, or by co-ordinating selected haulage providers on our behalf".

*Holmen told us that they never had any doubt that we would do what we said we would do*

## What prompted Holmen to change supplier?

**RS** "When Holmen took stock of the erosion in demand from newspaper publishers and started to diversify into other types and grades, such as book and magazine papers, the delivery profile of their customers in the UK changed. Now, instead of using a single point of entry at Chatham on the River Medway – as they'd been doing for 25 years – they needed the flexibility of access to ports in the North and the South, as well as a partner who could take far greater responsibility of the supply chain for them".

**AM** "As we accelerated our strategy to migrate to providing more value added paper products and improved grades, instead of only dealing with a small number of large print plants, we were doing business with commercial printers up and down the country. Being tied to only one port in the South would have inevitably driven up transport costs and lead times".



## Why did you choose Jenkins?

**KS** *"Anything less than 100% accuracy in supply could have potentially serious implications for us, so we needed to identify a partner we could trust and a service we could depend on. Okay would never be good enough, it had to be someone exceptional and that's why we turned to Jenkins".*

**AM** *"Being based mainly in Sweden, and chartering our own vessels to bring the goods into the UK, meant selecting the right supplier was a huge decision for us. We couldn't and can't afford to get it wrong. We're constantly under pressure to unload, store, reload and distribute our products for just-in-time delivery, so being able to rely on Jenkins is a huge weight off our minds".*

**PO** *"If there was one reason Holmen awarded us the contract, I'd say it came down to trust. Price is always an issue but reliability, flexibility, and our service-oriented approach were just as much if not more important. Holmen told us that they never had any doubt that we would do what we said we would do".*

**RS** *"What is especially reassuring for Holmen is that myself, Paul and Alan Dowd our Operations Director are all owners of the business, which brings with it the highest possible levels of integrity and stability. They know that we will be committed to their business come what may and that any issues can be resolved directly with senior management. Inevitably, our relationship is very close - we talk and meet on a regular basis so that we can constantly anticipate and respond to any change in Holmen's requirements".*

## How does Holmen measure Jenkins' performance?

**AM** *"Although we operate a regular schedule for our vessels arriving at Hull and Sheerness, delays in production – for instance when a fire broke out at our mill in Hallstavik recently – or adverse weather can easily cause disruption. In those situations, Jenkins will help us do our utmost to ensure that our customers are not affected".*

**KS** *"Many of our retail customers now buy their own paper and hire an external print plant. Because these outlets rarely have adequate storage facilities, it's essential stock is delivered with just-in-time accuracy. So they would be quick to let us know of any issues. Since we work to set KPIs and Jenkins constantly monitors, evaluates and reports on its performance levels, not only can all the key benchmarking metrics be reviewed as often as necessary, we also find it reassuring that Jenkins is always able to respond to any delivery schedule changes quickly and efficiently to mitigate any potential impact on our customers."*

**AM** *"As good a hub as the port of Hull is for us, Jenkins recognised very early on that the available facilities may not be good enough to support a seamless service given the volumes we were planning to import. Acting entirely on their initiative and at their own expense, they invested significantly in upgrading the facilities".*

**RS** *"We've entered into an agreement with Associated British Ports (ABP) at Hull to construct a new warehouse in Queen Elizabeth Dock to handle the storage of paper and forest products, to help consolidate the port's position as a key distribution centre for paper and forest products coming in from Scandinavia and the Baltic. In addition, we've also underwritten the full £6 million cost of our own quayside solution close to the roll on, roll off berths to help us provide world-class facilities, service and care to Holmen".*

**KS** *"Expanding the service at Hull took some courage, especially knowing the challenges our industry was facing at the time. It is also worth remembering that these significant sums were dedicated to facilities that were specific to us and would have been of limited value to handling contracts with any other customers".*



## How else does Jenkins help contribute to your success?



**AM** "Logistics is fundamental to the streamlining of our business. Since each production cycle needs to be dedicated to one specific grade of paper, we either impose longer lead times on our customers which would be unacceptable, or we need a partner like Jenkins to secure sufficient supply chain flexibility to fulfil orders in shorter lead times".

**KS** "Beyond delivering the goods our customers need, Jenkins takes full responsibility for the impression they have of us. This is especially true now we are dealing more and more with our end customers, rather than with companies that have their own in-house print facility. Any issues with logistics directly impacts on our customers – but we have complete confidence that our values are reflected in the way Jenkins perform on our behalf".

**PO** "We are very aware that we often hold the credibility of the Holmen's brand in our hands. What would be the point of manufacturing such an excellent quality product, only for it to be damaged in transit or not delivered on time? So we see our relationship from the point of view of Holmen's being the picture and us being the frame".

## Is the sustainability agenda important to you?

**KS** "For Holmen, environmental and energy concerns are key aspects in planning production and investments and the Group is committed to achieving a gradual reduction in our environmental impact. Switching to the new dual port solution with Jenkins has taken in the region of 3 million miles off the road, which has not only lowered our freight costs but dramatically cut emissions".



**KS** "We try to foster as open and transparent a relationship as possible when it comes to our plans for the UK market, especially our new product development, so we can share information on volumes and destinations. That way any obstacles can be identified and all necessary resources and equipment put in place as far in advance as possible".

**RS** "Such candid visibility of what's in the pipeline gives us the opportunity to create a genuine competitive advantage that benefits both ourselves and Holmen".

**PO** "So close is our relationship that our fortunes are bound together. At Jenkins 'we care, we deliver and we grow' – and we believe that this approach puts our customers' best interests at the heart of everything we do".



# Delivering on time. Every time. In perfect condition.

**Jenkins is efficient  
on a personal level,  
easily adjustable when  
needed and co-operative –  
this makes for a really strong  
working relationship**

*Karolina Svensson,  
Sales & Marketing Director,  
Holmen Paper*

*Jenkins is a privately owned business operating from strategic locations in the UK and Ireland providing cargo handling and logistic services within the ports industry. Our record for delivering outstanding service, streamlined facilities, plus exceptional management and logistic capabilities is second to none. As well as handling a comprehensive range of cargoes, we are the market leader in the forest products sector.*

*To find out how Jenkins could contribute to your business success, please visit us at*

**[www.jenkinsgroup.com](http://www.jenkinsgroup.com)**

*or email us at [enquiries@jenkinsgroup.com](mailto:enquiries@jenkinsgroup.com)*

*We Care, We Deliver, We Grow*



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