

OPTIMIZED MOTOR CARRIER SELECTION AT WESTVACO

A typical paper mill might produce 1200 tons of paper per day to fill orders from 250 customers. One hundred truckload shipments per day would not be unusual for a mill served by 20 motor carriers. The carriers will generally accept shipments to any destination that they serve, subject to daily volume commitments and equipment availability. Each carrier has a different and somewhat complex rate structure. Given a pool of orders that must be shipped on a given day, the mill's problem is to assign truckloads to carriers to minimize its total shipping cost.

Westvaco Company Overview

Each year Westvaco sells over \$2 billion worth of manufactured paper, paperboard, and specialty chemicals. Production occurs at five domestic paper mills and four chemical plants. In addition, Westvaco has many converting locations, which manufacture liquid packaging, envelopes, folding cartons, and corrugated boxes. Some of Westvaco's products include:

- ✓ Fine papers, often used in printing applications (magazines and annual reports)
- ✓ Bleached paperboard, used in packaging (milk and juice cartons, freezer to oven entrees, and so forth)
- ✓ Kraft paper, used for corrugated boxes and decorative laminates (such as Formica)
- ✓ Chemicals, including activated carbon printing ink resins

Transportation Function

The corporate transportation function has a dual role at Westvaco. It supports the operating locations by negotiating freight rates and service commitments with rail, truck, and ocean carriers. In addition, it serves as an internal consulting group for reviewing operations in the field and making recommendations on streamlining tasks, making organizational changes to support changing customer requirements, and supporting the implementation of new technology.

Local traffic departments are responsible for day-to-day operations of mills and plants, including carrier assignments, dispatching, and switching lists for the railroads.

Production Overview

The production cycle is summarized in Figure 5.61.

Orders: The majority of paper orders are for rolls, where customers request a specific grade and size of paper (diameter and width), amount (pounds, or linear square feet), and delivery date. The orders typically range in width from 8 to 70 inches. With greater emphasis on just-in-time production by Westvaco's customers, delivery dates are sometimes specified in half-hour time windows. Orders that arrive before or after the time window are not accepted.

Scheduling: Once orders are received, they are scheduled on paper machines up to 200 inches wide. The paper business is heavily capital intensive: new machines can cost over \$400 million each. Machines usually run 24 hours a day and scheduling is done to minimize waste while meeting shipping date requirements. After production of a "parent" roll, the orders are cut on a rewinder into the exact order size.

Load Planning: Each morning a load planner must review the previous day's production to divide large orders and consolidate less-than-truckload (LTL) orders into truckload quantities. Special attention is necessary to ensure that delivery requirements are met for orders that are consolidated. Orders typically weigh between 1000 and 150,000 pounds. A truck can generally pull a trailer with 46,000 to 48,000 pounds of paper. Depending on the construction of the trailer, this is the maximum weight limit that can be loaded while remaining under federal weight limits. Some care must also be taken to remain within axle weight limits. The goal of the load planner is to maximize the weight on a trailer while determining a route

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