University of Southern Queensland
Faculty of Engineering and Surveying

A Review and Update of the Supply Chain Documentation within Amcor Flexibles

A dissertation submitted by

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ABSTRACT

This proposal has been compiled to provide an outline of the Amcor Flexibles Acacia Ridge project which is to be carried out by the CEED student. The project is predominantly concerned with updating and inaugurating suitable documentation relating to the supply chain processes within the business. As well as this, suitable work instructions and documentation will need to be created for a new costing and specification system.

Due to the changes in the supply chain documentation that the company operates on, the existing company documentation is now outdated and not sufficient in order for the company to maintain the high standard it has come to expect. The revision of the supply chain documentation is also of concern due to the upcoming audit that Amcor Flexibles must sustain their high benchmark set in previous audits.

On completion of this project, the supply chain staff of Amcor Flexibles Acacia Ridge will have clear company policies outlining all aspects of the supply chain processes. It will also act as an essential tool in succeeding in the forthcoming audit. The work instructions produced will provide employees with direction in implementing the new costing and specification system.

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ENG4111 Research Project Part 1 & ENG4112 Research Project Part 2

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ABBREVIATIONS

The following abbreviations have been used throughout the text and references:-

BOM	Bill Of Materials
DIFOT	Delivery In Full On Time
DTF	Demand Time Fence
EOQ	Economic Order Quantity
F2C	Forecast to Cash
FOAM	Forecast Order Action Messages
iRep	iReplenishment
KPI	Key Performance Indicator
MPS	Master Production Schedule
MRP	Material Requirement Planning
MTA	Make To Authority
MTO	Make To Order
MTS	Make To Stock
NCR	Non Conformance Report
PTF	Planning Time Fence
PPE	Personal Protective Equipment
RCCP	Rough Cut Capacity Planning
SOP	Sales & Operations Planning
WIP	Work-In-Progress

CHAPTER 1
INTRODUCTION

1.1 Client Profile

Amcor has been operating for nearly 150 years and in that time has grown from a single paper mill in Victoria into one of the world's top packaging companies (based on market capitalisation, sales and profits). From the 1980's, Amcor began diversifying its interests and is now a true multinational with operations in 38 different countries. A further testament to its global stature is the fact that the company derives approximately 76% of its $9.3 billion in annual sales from its non-Australia interests. Amcor's headquarters is located in Melbourne and the company boasts 21,000 employees and 75,000 shareholders.

The company has substantial packaging businesses in five geographic areas – Australasia, North America, Latin America, Europe and Asia. In Australasia, Amcor offers a wide range of packaging and packaging related services, including corrugated boxes, cartons, aluminium and steel cans, flexible plastic packaging, PET plastic bottles and jars, closures and multi-wall sacks.

Amcor Flexibles is a division of Amcor and is responsible for flexible plastic packaging. It has a significant market share in the plastics market as well as supplying many well-known companies with flexible plastic products. Amcor Flexibles offers many products including printed or plain, single or multi layered plastic films, bags and other plastic based products.

Currently Amcor Flexibles Acacia Ridge develops its products in four independent stages; extrusion, printing, lamination and conversion. Extrusion involves converting the raw material and plastic pellets into a film through the use of heat and cold air. Printing is the process where the film is run through six to ten different tints after being pressed by a print plate which is supplied by an external company. Lamination is gluing two layers of film together to suit customer requirements. Conversion is when the film is divided, perforated, hole-punched or a combination of all, depending on the needs of the customer, before the finished product is packed and ready for shipment to the customer.

1.2 Project Outline

1.2.1 Project Description

Amcor Flexibles Acacia Ridge produces printed plastic products which vary in print design complexity, quantity, size and features. As Amcor Flexibles is constantly changing to meet customer and legal requirements, the supply chain processes are also changing to adapt to the changes. Due to recent changes in how the business operates, the documentation for the supply chain processes is now outdated and needs updating. There have also been changes in the Oliver Wight Class A process on which Amcor Flexibles follows. Therefore, the existing documentation is not sufficient and new documents must be created to adhere to these changes.

There is also a new costing and specification system being implemented in April 2009 that requires some documentation and work instructions to be created. New item documentation will need to be created in order to work in the new system. Once the new system is in place, a review of

the documents created will be carried out to ensure that the system and the documentation correspond.

The CEED project has been established in order to create and amend all necessary documents for the upcoming compliance audit. It will also serve to maintain Amcor Flexibles' high standard in supply chain management and allow managerial personnel to have clear and precise documentation on the supply chain processes.

1.2.2 Project Objectives

- Complete the set of documents as required by the Oliver Wight Class A Supply Chain, for compliance/auditing purposes

- Create and update work instructions and documentation for the Alchemist/Galileo costing and specification system

- Analyse the documentation to ensure correspondence with the new system.

1.3 Research Objectives

This research comprised of identifying the areas of the documentation relating to the supply chain processes currently performed at Amcor Flexibles Acacia Ridge, that are currently obsolete and new aspects and concepts that require addition. The aim of this research was to gain a better understanding of the latest business practises and techniques to complete the set of documentation and current procedures as to satisfy the need to pass the upcoming audit. Once the research was conducted,

the item process and management of the supply chain practises became clear and missing aspects could be easily identified.

1.4 Conclusions

The outcomes of this study will be used for management personnel at Amcor Flexibles to effectively manage and direct the supply chain and item processes. Also, it will provide the company with a complete set of documents for the requirements to achieve a class A rating in the upcoming audit. The review of literature for this project will identify the areas in the documentation which need defining and recording.

CHAPTER 2
LIERATURE REVIEW

2.1 Introduction

This chapter will review literature to establish the need for more relative supply chain documentation for the company Amcor Flexibles Acacia Ridge. It will outline the key materials needed in producing a successful result and describe some of the aspects pertaining to the most successful business practises.

2.2 Key Literature Review

The key literature that will be required for the project is the documentation and policies relating to the companies MRP system, SyteLine, which is available as either a hard or soft copy. Existing documentation relating to the supply chain processes will also be key literature in completing the project successfully. Past audits from these documents will also be integral parts in completing the project successfully as they will identify areas in the documentation which require the most attention. More literature containing information outside of the company will need to be consulted in order for the business to adapt world leading operations and practises.

2.2.1 About the Company

The corporate website (Amcor Limited, 2009) details information on the corporation profile. It lists operations that the corporation undertakes and the current performance and operations. A key aspect of this project is reviewing the company profile to reflect the standards required for the project. It also details information into the company breakdown into the separate divisions which ultimately will be the main focus of discussion given that Amcor Flexibles is a division of Amcor Limited. Progressing further through the site, it then specifies the products that Amcor Flexibles produce which is crucial in gaining an understanding of the processes behind the production of the different products. Finally, the different processes are described, giving a basic understanding of what processes would be necessary in producing the range of products offered by Amcor Flexibles Acacia Ridge.

2.2.2 Supply Chain Management

Fraser and Bright (2005) specify all the F2C procedures that describe how the supply chain is managed at Amcor Flexibles Acacia Ridge. This documentation will be a key element into gaining and understanding of the procedures that are undertaken in order to manage the supply chain effectively. It details policies such as the SOP Policy, Production Scheduling Policy, Inventory Policy, DIFOT Policy, KPI recording and Forecast Policy. Ultimately, the updating of this documentation is a prime objective of the project so utilising the information in it is necessary.

Oliver Wight International (2005) outlines a checklist for procedures and information that is essential to be included in the business policies in order for the business to have a class A rating in business excellence.

This resource describes elements in business such as, Strategic Planning, Leading, Business Management, Products and Services, Demand, Internal and External Supply and Managing the Supply Chain. The extraction of statements and information from this checklist will build the structure for the updating of the supply chain documentation in focus. The checklist has a scoring system, which is defined in the book, which determines the rating of the business according to the specifications set out in each business aspect covered. This is also how the ABCD audit sheets are created and scored to determine the letter allocated as a rating for business procedures.

Clark (2007) describes and gives recommendations on setting time fences to be incorporated into the business operations and policies. In this reference, the types of time fences that need to be established are defined and the approximate time zones relating to when these time fences should be set are listed. A critical component of the scheduling process is the adoption and strict adherence to time fence policies and rules (Clark 2007). These time fences must be accurately defined in the supply chain management documentation in order for a class A status to be achieved. Strongly recommended time fences include the DTF and the PTF.

Barrington (2005) reports on the concept of planning horizons and what should be established as part of the SOP sector of a company. The document details each horizon individually and defines the approximate time frames that should be employed for each. Having these horizons in place provides a framework to think about growth in a way that balances the competing demands of focusing on the present whilst investing for the future (Barrington 2005).

Schreibfeder (1997) defines what different methods that are used in inventory counting today. The article recommends that a cycle counting plan be put into place even in a small business environment. It goes on

to describe the different cycle counting methods that can be used. These methods are the Geographic Method and the Ranking Method. These two methods differ substantially with the Geographical Method being reasonably simple and effective in the discovery of missing items. However, the Ranking Method is a more efficient method of counting with fewer counts while maintaining a high accuracy of inventory. The Ranking Method is far more complex in nature and depending on the type of products being sold, one method may be better than the other.

2.2.3 Item Management

Bright et al. (2003) specify all the Business Systems Procedures that describe how the production of items is managed at Amcor Flexibles Acacia Ridge. This documentation will be a key element into gaining and understanding of the procedures that are undertaken in order to manage the processing of all new and existing items into the system. It details documents such as New & Existing Products, Altering Manufacturing Specifications, Colour Standards Procedure, New Item Process, Obsolete Item Process, Raising & Producing Trials and more. Ultimately, the updating of this documentation is a prime objective of the project so utilising the information is necessary.

2.3 Conclusions

The research conducted proved to be of high value and outlined the requirements well. It gave clear direction into the method of producing a valuable solution to the problem. Each piece of research had a vital part in arriving at a suitable conclusion from as simple as defining terms to building the main structure of the documents.

CHAPTER 3
PROJECT METHODOLOGY

3.1 Introduction

All documents created or amended need to correspond to the same format or layout of existing documents, this ensures that the documentation remains professional. The supply chain documentation also must adhere to the Oliver Wight Class A process in which existing documents should already conform to this format, so not a drastic change is needed there. Work instructions must be created according to the Alchemist/Galileo costing and specification system. A redesign of these instructions will prove to be more suitable as the new system differs vastly from that of the old. Designing both a direction and time frames to adhere to will be an important part of completing the project on time.

3.2 Technology Utilised

Amcor Flexibles Acacia Ridge utilises the Microsoft Office suite for word processing and documentation creation. This technology will be an integral part of the project completion and assist with presentations and professional document creation. The companies ERP system is SyteLine and as such will also prove to be an essential tool in completing the project. SyteLine is used to organise the business in areas such as BOM control, forecasting, planning and accounting purposes. Internet and email resources will be used in order to maintain effective communication between all relevant parties.

3.3 Client Policy

Amcor Flexibles Acacia Ridge has numerous policies in place to cover a wide range of issues and situations. All of the relevant safety and environmental policies were explained by the site's Occupational Health, Safety and Environment Officer through the help of an interactive slide show. Detailed policies are also displayed onsite for reading at any time. The other policies which the student has been made aware of are the policies governing the use of resources (internet, email and IT systems) and the various prescribed procedures for using the ERP system.

3.4 Budget and Resources

Due to the nature of the project, budget issues are not a concern given that all resources needed are adequately supplied. Access to the office is limited to between approximately 8am and 6pm and access to key personnel is similarly constrained. Resources needed and supplied include a desk, computer, stationary, access to Software (SyteLine, Office and other programs), access to Amcor's Intranet, Internet, printing and photocopying, phone and email. Also, Personal Protective Equipment is provided if the need arises to enter the production floor.

3.5 Project Design Flow Chart

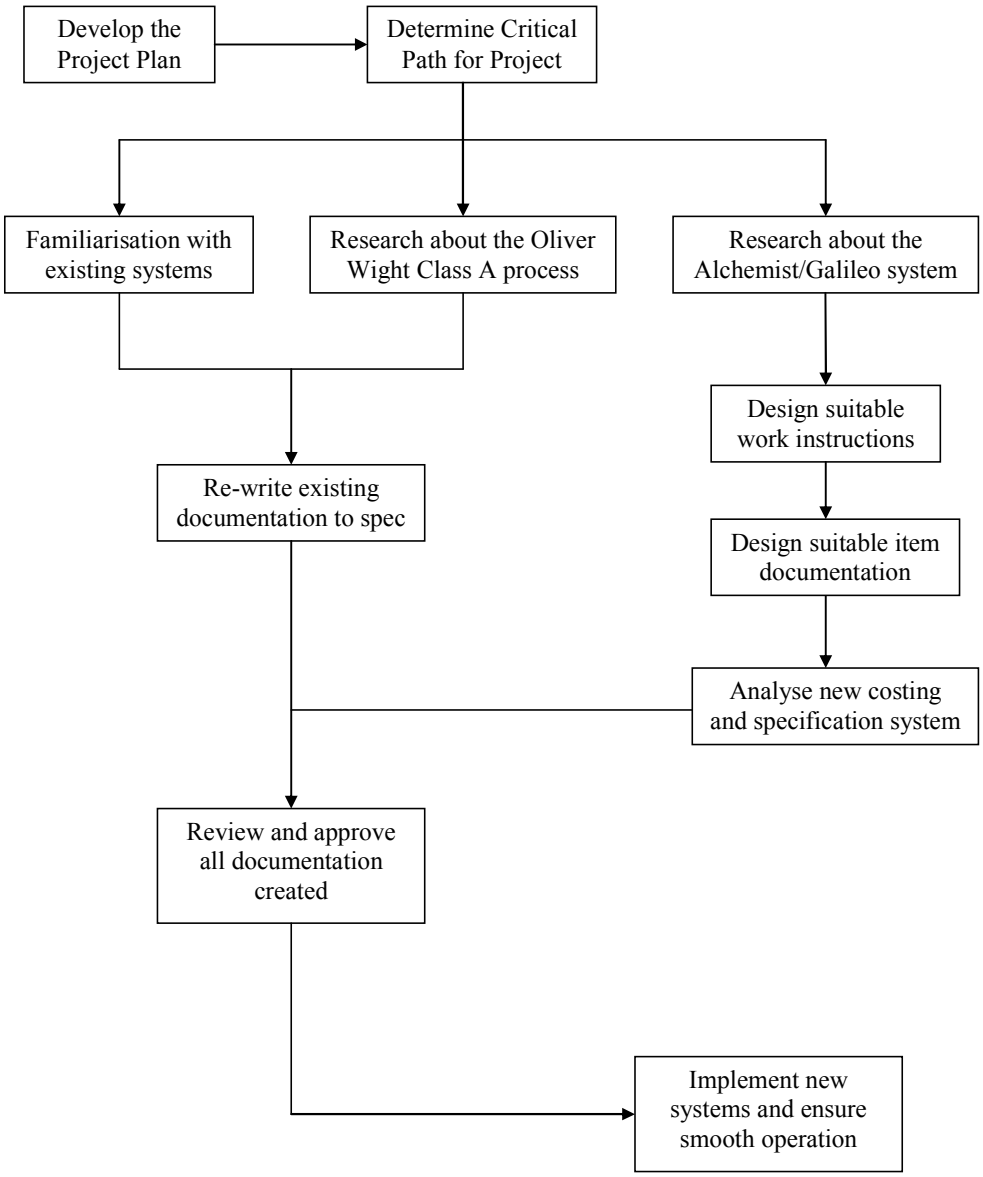

Figure 3.5.1

3.6 Project Timelines

The Project will be completed at the end of June with a safety margin of two weeks in case of disruptions or unforseen circumstances. Typical guidelines for approximate times have been outlined in a Gantt Chart in Appendix B. The Gantt Chart lists key tasks and significant achievements including final submission of the dissertation to the company and also to the university which is at a later date. Consideration for safety margins have been taken into account and are detailed in the chart.

3.7 Conclusions

Due to the strict time frame, keeping to the planned schedule will prove to be difficult but effective as long as risks and interruptions are identified promptly and handled effectively. By utilising the information and format of the existing documents, it will ensure the documentation created will adhere to the specifications set out at the beginning of the project and prove to be effective in maintaining the high business standard required. Designing the new work instructions is a little more open ended but still will need to conform to matching the company's documentation. Designing them in an easy to understand format will prove to be most effective in translating the instructions into a cleaner process.

CHAPTER 4
PROJECT MANAGEMENT SCHEDULE

4.1 Introduction

The aim of this chapter is to identify any risks or interruptions that may occur and produce plans to manage them as to not have a major affect on this project. It also describes the key tasks in the project which must be completed in order for the project to be completed. By analysing the importance of the key tasks, a critical path can be determined and sections broken down into an appropriate order of completion. Another critical part of this project is the recording of information and reporting. This is discussed briefly and will be evolving throughout the duration of the project.

4.2 Key Tasks

- Familiarise with company policies and systems including format and computer systems
- Read through existing documents including existing policies and past audits in particular the most recent internal audit.
- Identify the areas in the existing documentation which need updating.
- Re-write the necessary documentation according to the Oliver Wight Class A Supply Chain.
- Design new work instructions suitable for the new costing and specification system.

- Design new item documentation suitable for the new costing and specification system.
- Analyse the documentation to ensure correspondence with the new system.
- Review and approve all new documentation and systems ready for implementation.

4.2 Critical Path Analysis

Following the project design flow chart, all tasks can be carried out without delay considering there are no external influences impacting the completion of the project. The most important feature of the project, to the company, is the updating of the supply chain documentation in preparation for the audit. For this reason the critical path will follow the direction down the flow chart until the documentation for the supply chain is up to date before moving onto designing work instructions for the new costing and specification system.

In summary, the critical path will be to firstly review the supply chain documentation and revise any necessary changes. Complete the documentation according to the Oliver Wight Class A process and then proceed to researching the Alchemist/Galileo system. From there the work instructions and documentation for the new costing and specification system can be worked on until project completion.

4.4 Management of Risk

4.3.1 Planning Risk

For this project it has been determined that the number of planning risks is very low. Risks identifiable include IT service delays and access or response from key personnel related to the project. This could result in idle time but the advancement of other tasks should alleviate the problem. To manage IT service delays there is not a great deal that can be done other than persisting with them until the problem is fixed. In general, IT service understands the importance of having correctly functioning technology and is eager to fix any issues. Having insufficient access or response from key personnel is more difficult to manage. To eliminate or minimise this risk it is important to keep the key personnel informed of progress on the project so they will know of upcoming events that they may be required for. Giving them advanced notice when they are needed for a task and having that task completed in a timely manner will assist in eliminating this risk.

4.3.2 Risk Assessment

One risk identifiable for this project is that of eye fatigue due to the continuous use of computer systems. This risk can be categorised as being significant in likelihood with continuous exposure. The consequence that may result is fatigue leading to headaches or eye strain which can be classified as a minor injury / illness. To combat the risk, regular breaks from the desk will be utilised. This can be as simple as looking away for a few moments or leaving the desk for a few moments. Also, a substantial break each day will be taken away from the desk for eating and rest purposes.

Another risk associated with this project is that the plant has many moving object including forklifts, trucks and machinery. Areas in which exposure to these risks could occur have been identified and marked. Also upon arrival at the manufacturing plant, any personnel that requires access to these areas undergoes a safety induction and a plant tour with the workplace health and safety officer. On the tour the officer points out significant areas and notifies the person of all signage and documentation relating to the relevant areas including PPE signage and company policies.

4.5 Project Recording

4.5.1 Reporting

Reporting to the company will be carried out through the industry supervisor. Reporting to the industry supervisor will be conducted regularly throughout the project as the student will be onsite three days per week and contact will the supervisor will occur daily in that period. Additional contact may be necessary and this can occur via email or phone depending on the need. Contact regarding the academic supervisor, will comprise of weekly email updates and occasional meetings as required. These can be arranged at any time that suit both the student and supervisor over email conversing. Periodic emails will also be supplied to CEED to update them on how the project is progressing.

4.5.2 Documentation

All documentation will be stored as a soft copy on one of Amcor Flexibles network drives. These will be organised into folders with appropriate titles for the folders and file names. Amcor's computer system has a back up system in place and if for some reason files were to go missing they will most likely be able to be restored. A back up copy of these files will also be stored on the students USB flash drive for extra security. A hard copy of all required documentation will be stored onsite in the appropriate file.

4.6 Conclusions

During the project, the risks identified were similar to the risks encountered. The main risk being the limited access to key personnel due to the Supply Chain Manager of Amcor Flexibles Acacia Ridge being called away periodically half way through the project. The course of action taken was simply as described in this chapter with the extra effort to give advanced notification of when they would be required. Response due to this incident did suffer but again, other aspects of the project were worked on while waiting for a response. Throughout the project, the key tasks listed in this chapter were reviewed to ensure all tasks were completed before moving onto the next one. Ultimately, these tasks formed the path of the project with slight variations that are discussed later.

CHAPTER 5
DISCUSSION AND RESULTS

5.1 Introduction

This chapter will run through the process that the project undertook and the results obtained by conducting the research. It will identify all the areas of work that has been conducted and the benefits it will bring to Amcor Flexibles Acacia Ridge and the employees at the site. The work discussed will explain in detail the steps taken from the beginning to completion of the project separating the two major tasks into their own section.

5.2 Initial Work

Before commencing work on updating the documentation, a site tour and explanation of the stages was conducted to give an overall view of the company and how it produces the products. As a part of the tour, several policies regarding safety and quality were read as to not only provide information regarding these policies but also to represent the standard of documentation required by Amcor Flexibles.

Upon arriving at the company, the documents containing the current supply chain policies and past ABCD audit sheets were provided. It could be seen that from the history of audits, the Amcor Flexibles Acacia Ridge site had been improving over time and had gained a class A rating in 2005. Recently, an internal audit had been conducted which showed the rating of the business had dropped slightly. This was caused

by the documentation not being updated regularly and also because the business has changed the operating procedures in ways that have not yet been documented. Reading thoroughly through these documents several times in order to have a good understanding of them was vital to gain knowledge of the business operations. At this point it was thought that completing the work instructions relating to the new item process would be more beneficial in gaining an understanding of the business operations. Completing these is also a part of ensuring the supply chain management documentation is complete.

5.3 Item Process

5.3.1 Review of Process

All documentation is managed in the company's work management processor, Paradigm II. It is organised into different sections relevant to the group of documents. All the documentation that related to the item process in the business was located and printed off so it could be reviewed and updated. The new system that the documents must relate to is the Alchemist/ Galileo system. This is the new costing and specification system implemented by the company. Unlike the old system, the new system is electronic and therefore cuts out a lot of the existing processes which required a paper trail. Because a lot of the old processes will not be followed any longer, there are also completely new processes that need to be created in order for the new item process to be complete without gaps or missing information.

5.3.2 Redraw Item Process in New Format

It was decided that redesigning the item process documentation into a flow charted process flow would prove to be more beneficial and easier to understand than the old textual format. To accompany the new flow charts, tables with all necessary information to complete the required tasks would be developed. To begin with, processes that were no longer undertaken were separated from the current processes. The current processes were then redrawn as they were written to adopt the new design. Now a clearer picture of the existing process could be seen and gaps in the process could be identified as to where new processes would need to be created.

The documents that where implemented at Amcor Flexibles Acacia Ridge were:-

- Raising & Producing Trials
- Quotation Procedure
- New & Existing Products
- New Item Work Instruction
- Colour Standard Procedure
- Production Planning & Control
- New Item Form Work Instruction
- Flexo Supplier Specification Work Instruction
- Pre Press Checklist Work Instruction
- Inter Site Work Transfer Procedure
- Item Number Management Procedure
- Pre Press Cost Management
- Before the Press Procedure
- Press Approval Procedure
- Altering Manufacturing Specifications

Out of these documents only about half were relevant in describing how the item process was managed currently onsite. These were:-

- Raising & Producing Trials
- Quotation Procedure
- New & Existing Products
- New Item Process
- Colour Standard Procedure
- Production Planning & Control
- New Item Form Work Instruction
- Altering Manufacturing Specifications

5.3.3 Consultations

Multiple consultations were necessary to ensure the correct item process was documented. People consulted included, Supply Chain Manager, Technical Manager, Production Planner, Account Manager, Customer Service Coordinator, Quality Coordinator, Pre Press Department, Printing Leading Hand, Graphics Coordinator and the Occupational Health, Safety and Environment Officer.

Upon discussing the item process with the relevant people, it was determined what procedures are still followed and what has been changed in the processes. Gaps and missing information could now be seen in the item process and further consultation was necessary to determine what processes were needed to be documented in order to complete the item process from start to finish.

5.3.4 Format

The new format was chosen to depict the item process in a more user friendly manner. Using this format it is easily seen what is the next step in the process, which procedure to refer to if necessary and who is responsible in undertaking the steps. It has been designed as a flow chart with an accompanying table which lists who is responsible, the step number, what the step is, when it is to be done, why the step is done, how the step can be completed, any Hazard Analysis Critical Control Points or Good Manufacturing Processes that need to be adhered to, any forms or records to be completed, and the training or competency required to complete that step. This format is designed to be almost fool proof and will have no issues that may have occurred under the old system regarding which procedure to follow next or the laying of responsibility onto others. Refer to Appendix C to see the format of the documentation.

5.3.5 Drafting

A draft of all the individual procedures of the item process was drawn up so the process could become clear as to the appearance upon completion. These documents were then audited by the Quality Coordinator who raised questions on missing elements and correct procedures. Upon receiving the drafts back from the Quality Coordinator, further consultation was needed to answer the questions raised.

Lastly, a final draft for the item process could be completed detailing all aspects of the process. Some new processes were created to compliment the existing procedures. The final list of processes include:-

- New & Existing Products

- New Item Process
- New Artwork Process
- Production Planning & Control
- Printing Process
- Colour Standards Procedure
- Quotation Procedure
- Altering Manufacturing Specifications
- Obsolete Item Process
- Raising & Producing Trials

Refer to Appendix C for all the new documents created.

5.3.6 Final Documents and Implementation

Lastly, all of the documents were formatted to conform to the sites documentation. This included adding headers and footers with the company logo and ensuring that all the text is the same size and style. By doing this, it is ensuring that all the documents created have a high standard of professionalism and readability. From here, all the documents were loaded into the company's document management system, Paradigm.

5.4 Supply Chain Documentation

5.4.1 Review of Documents

The supply chain management documentation was thoroughly read and the areas in it that related to the ABCD audit sheets were identified. From here, each section could be individually analysed as to ensure all

aspects of the ABCD audit sheet were covered. While reviewing the documentation, certain aspects that did not apply any longer were also identified. Many areas that were no longer relevant are due to the fact that when the original documentation was created, there was no appointed position of Supply Chain Manager. Now that the business has a dedicate role in this position, many of the duties that were carried out by multiple people in meetings are now conducted by the Supply Chain Manager. The result is the requirement of less meetings and different job positions and descriptions. The implementation of an electronic customer managed ordering system, iRep, has also impacted on these policies. Smaller changes have also made a minor impact on the policies that will require updating.

5.4.2 Identifying Updates

Sales & Operational Planning

This policy contains information regarding the meetings that detail the company's activities, performance and future plans. The old procedure detailed the Sales/Demand Review Meeting, Pre-SOP Meeting and Manufacturing & Executive SOP Meeting. The Pre-SOP Meeting has now been determined to be obsolete, due to the information being obtained from the old meeting being run by an informal process conducted by the Supply Chain Manager in consultation with the relevant personnel. Many of the titles and personnel involved have also been changed and needs updating.

Production Scheduling Policy

This policy details most of the information as to how the supply chain is run and managed. The first element details the type of MRP model that has been selected for Acacia Ridge. All aspects of this are still current but some new features are now current in the business model. This

section required updating to align with current business practices. The master scheduling environment specifies both MTS and MTO but fails to include the MTA environment which is also a feature of the policy that requires inclusion. There is also no mention of whether the site runs with or without safety stocks. The item status is accurate except for the obsolete items, now an 'X' is included in the item name instead of an 'OB'. Also there id no 'Do Not Manufacture' code any longer. A new order protocol summary table is being developed which details new protocols such as, iRep usage, Made to Environment, Order Format, Forecast Management, Lead Times, DIFOT Management, Minimum Order Quantities, Short Lead Time Requests, and Transport. This will enable customer service coordinators to easily access the order protocols that have been established and ensure that the protocols are being adhered to. Lead times have also now been generalised across all areas with the standard lead time being 15 working days. Other areas of updating include basic updating of position changes and policy name changes.

Inventory Policy

The Inventory Policy describes the procedures followed in regards to purchases and transfers of goods and how the inventory in managed and monitored. Elements missing in this policy were defining how quarantined inventory is managed and also how the cycle count plan is carried out. It does define the time frame for the inventory count, which also has changed, but fails to define what method is used and who is to manage the stock. Also, the existing policy fails to define who is responsible for monitoring slow stocks. The established inter-company policy is not relevant for the site any longer due to the site obtaining more machinery and now is able to manufacture all the required products to completion. Also, any work completed by Acacia Ridge is treated as any internally made product. The over run policy has now been standardised to 10% for each department instead of individual tolerances.

Forecast Policy

This policy describes how forecasts are entered, modified and maintained. It also describes how the overall forecast process is managed in relation to demand and order protocols, it is for this reason that it was decided to rename the policy to the Demand Policy. This name more accurately depicts the contents of the policy. The policy is missing necessary details including defining the person who is responsible for the maintenance and the management of the forecasting process and the consideration of promotional and trial activity. The issue of demand within the demand time fence is not discussed adequately and requires some additional information in the policy. Order processing is discussed in the DIFOT Policy with regards to DIFOT; however, the need to provide appropriate customer feedback with regards to order confirmations is not. This element will need to be added to the Demand Policy.

DIFOT Policy

This policy remains current and the only minor change is the reference to the new Order Protocol Summary Table that has been implemented in replacement of the existing customer order protocols.

KPI Recording

Much of the KPI Recording data has been considered to be a waste of resources and is therefore not continued. Certain KPIs are still important and they are the DIFOT Measurement and the number of crash in and short lead time requests. All other errors and performance is constantly monitored and discussed at the daily production planning and action plans are devised as necessary and carried out immediately.

Vendor Management Policy

This policy currently does not exist and needs to be created and implemented. Elements needed in this policy will include supplier protocols, lead times, forecasting, order receipt, and supplier reviews.

Job Descriptions

Job descriptions that relate to the supply chain management that require updating include the Supply Chain Manager, Purchasing and Planning Manager, and Production Planner. The planning function of the Purchasing and Planning Manager has now been assigned to the position of Production Planner and added functions of the Production Planner need to be defined. The Purchasing and Planning Manager will now become the Purchasing Manager. Small aspects of all the job descriptions that need updating are titles of positions held.

Order Protocol Summary Table

The customer protocols are currently in a database that prints out a full page for an individual customer which details their protocols. This is very outdated and many of the customers do not deal with Amcor Flexibles any longer. In order to make this much easier to access and read information quickly from, the protocols will be reorganised into a spreadsheet listing all current customers and their protocols. It will then become an easy reference material accessible by all customer service personnel.

5.4.3 Consultations

Multiple consultations were necessary to determine all current procedures. People consulted included, Supply Chain Manager, Purchasing Manager, Production Planner, Customer Service Coordinator, and Quality Coordinator. Upon discussing the different policies with the relevant people, it was determined what procedures are still followed and what has been changed in the policies. Missing information from the policies that is required for a high rating by the ABCD audit sheet could also be determined through consultation.

Firstly it was determined if the missing elements were in place but just not documented or if they needed to be created and implemented. Finally, a draft of the required updates was produced and then checked by the Supply Chain Manager to ensure that the updates suggested were correct.

5.4.4 Updating Documentation and Finalisation

The updates that were discovered were then merged into the existing documentation. Upon completion of this, the documents were then revised again by the Supply Chain Manager to ensure all aspects were covered and complete. Finally, all updated documentation was re-read and any final changes were made to ensure all aspects of the ABCD audit sheet were covered. Refer to Appendix D for all updated documentation. Policies updated include:-

- Sales & Operational Planning Policy
- Production Scheduling Policy
- Inventory Policy
- DIFOT Policy
- KPI Recording
- Demand Policy
- Vendor Management Policy
- Order Protocol Summary Table

5.4 Conclusions

The method used seemed to be effective in ensuring that all facets of the project were covered and completed to a sufficient standard. The approach to updating the documentation included many stages at which

each change was reviewed several times. This ensured adequate reviewing and quality checking has been achieved and completed documents will have little issue in gaining a high standard in the upcoming audit which is one of the major goals for the project.

CHAPTER 6
CONCLUSION

6.1 Introduction

On completion of the project the expected outcomes included, a set of updated documentation relating to the supply chain process. This is a quality measure that is audited and applies towards the accreditation of the business. Successful completion of these documents was a crucial element of this project. Also included is a set of work instructions outlining the new costing and specification system. Successful implementation of these will result in employees having clear instructions on how the business must operate under the direction of the managers and supervisors.

6.2 Conclusions

Amcor Flexibles will benefit from this project in that they require the documentation to be updated to take into account changes in the way the business operates. This will serve as a duel benefit to Amcor Flexibles as they also require these documents to accurately reflect how they operate for the upcoming audit. It will also benefit the client to allow management to be up to date with all their policies and procedures. The employees will also benefit allowing them to have clear documentation in duties that they are required to carry out daily.

Benefits to other stakeholders include assisting the Supply Chain Manager at Amcor Flexibles to continue to do the job required by the

company with minimal disruption from this project and allow for an easier update process next time it is needed as it has not been done for a while. It has also benefited the relationship between the academic and industry sector and helped in the transitional process that students have between these divisions. It will also benefit the CEED program in creating more opportunities to finding industry based projects for future students and strengthening the relationship they have with corporate sponsors.

6.3 Further Research and Recommendations

Recommendations on completion of this project would be to keep the policies updated so the process of updating them is not a mammoth task. In order to do this I would recommend having an update plan of reviewing the documents annually. To keep up to date with the latest business practises and standards would also prove to be beneficial in maintaining a high standard for the Business Systems and Forecast 2 Cash elements of the company.

To have each employee that is involved with the documents read and understand the policies. This will ensure that all staff members are following the correct procedure. It also means that all the employees are following the same procedures and not their own ideas or others.

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APPENDICIES

Appendix A – Project Specification

A.1 Project Specification

Appendix B – Time Management

B.1 Original Gantt Chart

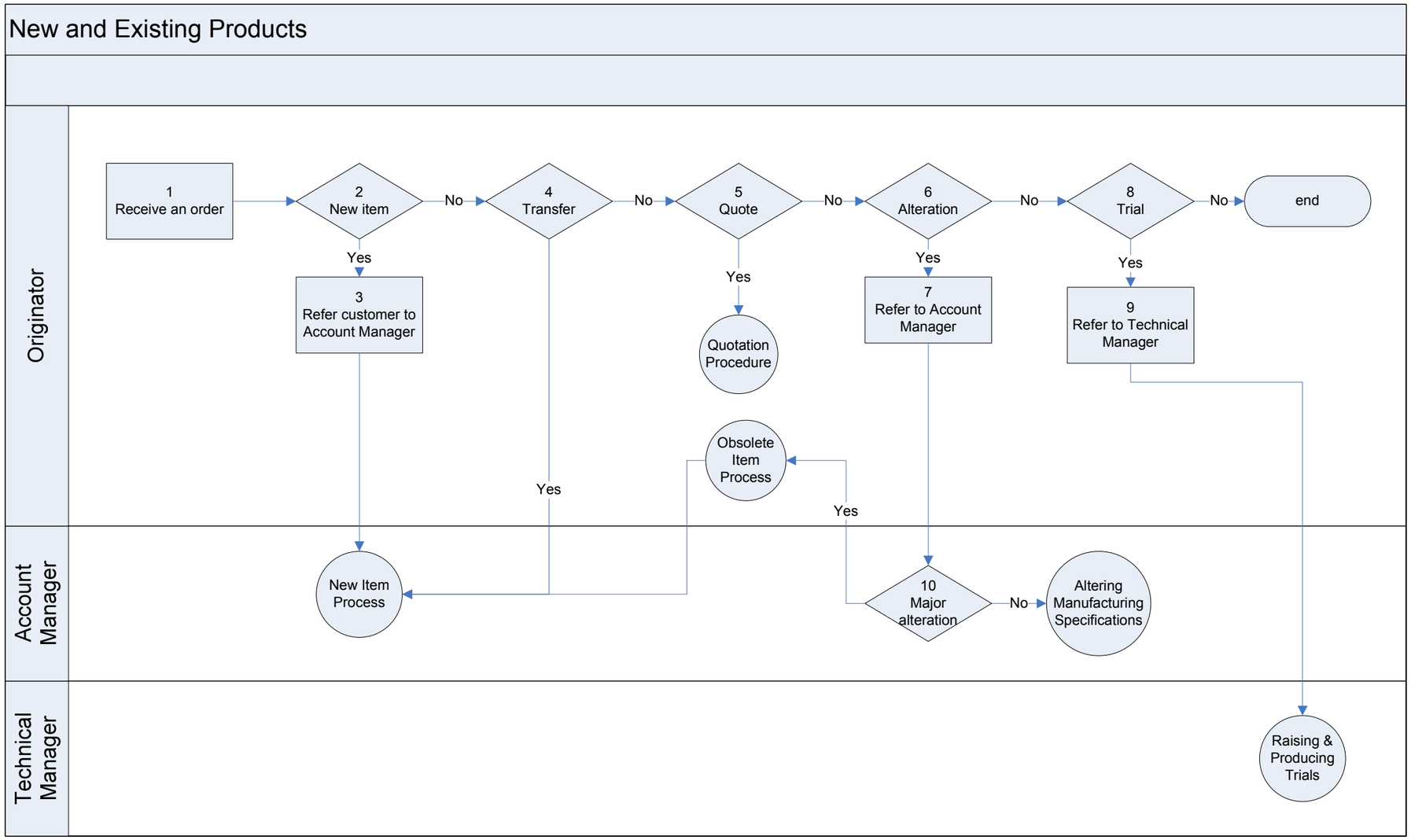
Key Tasks and Gantt Chart																					
Key Task	Duration	March			April				May					June				July	
		14	21	28	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10
Orientation	1 week																		
Familiarise with project																			
Familiarise with applicable standards and existing documents																			
Project Proposal	2 weeks																		
Develop Proposal																			
Gain Stakeholders' Approval																			
Literature Review																			
Read relevant materials	Continuous																		
Development	11 weeks																		
Identify the areas in the existing documentation which need updating																			
Re-write the necessary documentation																			
Design new work instructions suitable																			
Design new item documentation suitable																			
Finalisation																			
Analyse the new system	1 weeks																		
Integration																			
Review and approve all new documentation	1 week																		
Progressive Thesis Work	11 weeks																		
Compose Seminar	2 weeks																		
Project Complete																	X		
Safety Margin	2 weeks																		

B.2 Progression Gantt Chart

Key Tasks and Gantt Chart																										
Key Task	Duration	March			April				May					June				July		September	October					
		14	21	28	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	11	15	29			
Orientation	1 week																									
Familiarise with project																										
Familiarise with applicable standards and existing documents																										
Project Proposal	2 weeks																									
Develop Proposal																										
Gain Stakeholders' Approval																										
Literature Review																										
Read relevant materials	Continuous																									
Development	11 weeks																									
Identify the areas in the existing documentation which need updating																										
Re-write the necessary documentation																										
Design new work instructions suitable																										
Design new item documentation suitable																										
Finalisation																										
Analyse the new system	1 weeks																									
Integration																										
Review and approve all new documentation	1 week																									
Progressive Thesis Work	11 weeks																									
Compose Seminar	2 weeks																									
Project Complete																	X									
Safety Margin	2 weeks																									
Submit Draft Dissertation To University																				X						
Submit Final Dissertation To University																					X					

Appendix C – Item Process Documentation

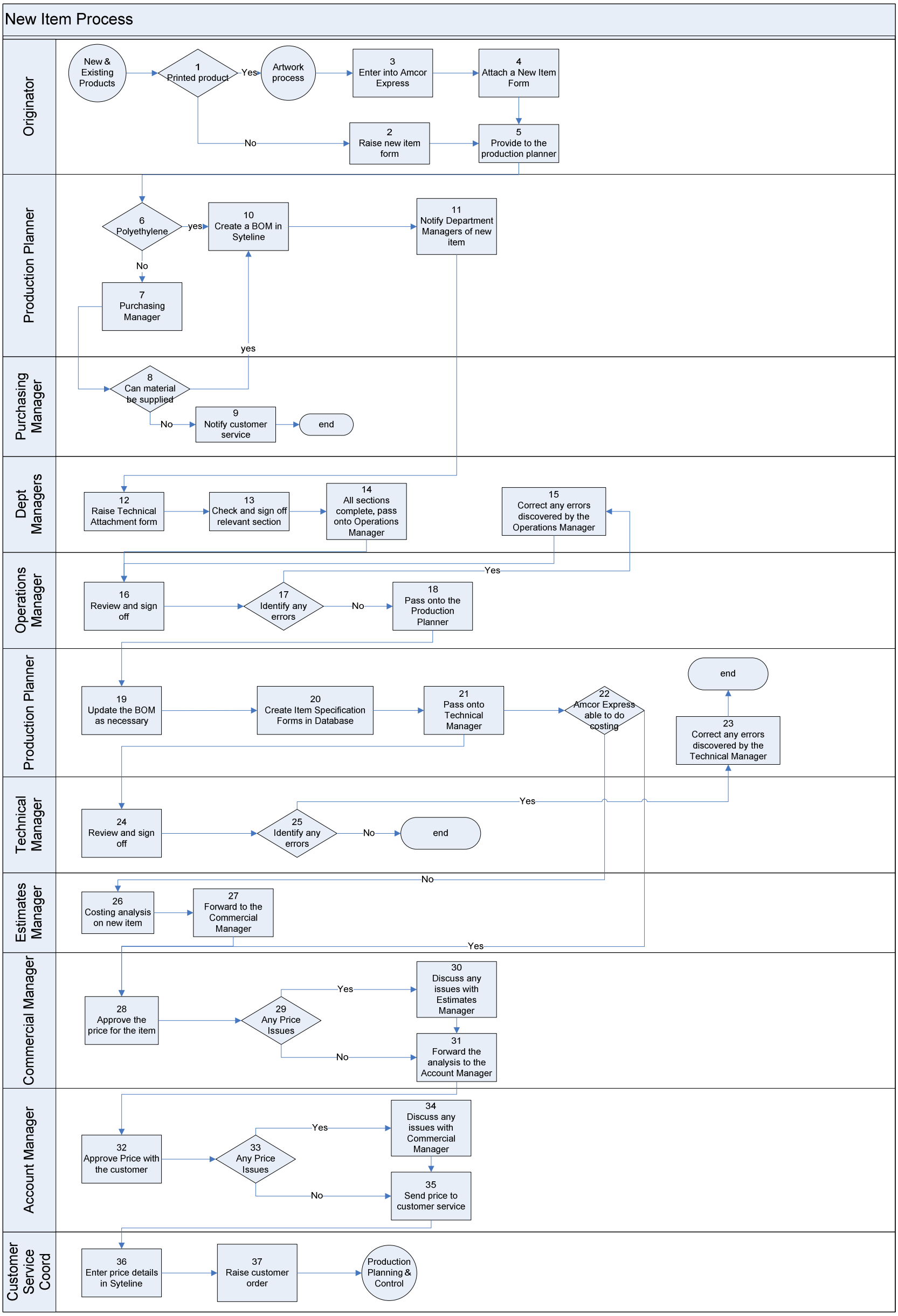
C.1 New and Existing Products



Purpose: To describe how an order is processed upon receipt whether it is for a new order or an alteration request, a quote or request for samples.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Originator	1	Receive a new order or request to change design	Upon customer request					
	2	Determine whether the item is a new item	As soon as the order is received	To identify what necessary step to take next				
	3	Refer the customer to the Account Manager	New item is requested	For the production of the new item to begin as soon as possible				
	4	Determine whether the item is to be transferred from another site	As soon as the order is received	To identify what necessary step to take next				
	5	Identify if an estimate for a new item is requested	As soon as the order is received	To identify what necessary step to take next				
	6	Determine whether the order is an alteration to the specifications request	As soon as the order is received	To identify what necessary step to take next				
	7	Refer the customer to the Account Manager	An alteration the specifications has been requested	So the Account Manager may discuss the alterations with the customer				
	8	Determine if a trial is to be raised	If the customer has requested it	In order to determine whether a new product is to be created				
	9	Refer the customer to the Technical manager	When a trial has been requested	To follow the correct trial procedure				
Account Manager	10	Is the request a major alteration	An alteration has been requested	To determine whether a new item number is needed	New item number is not required for; • Ink PMS colour changes • Resin changes • Packaging alterations • Machine changes • Work centre change • Film change • Gauge changes for a bag Any others specified by the Production Planner			

C.2 New Item Process

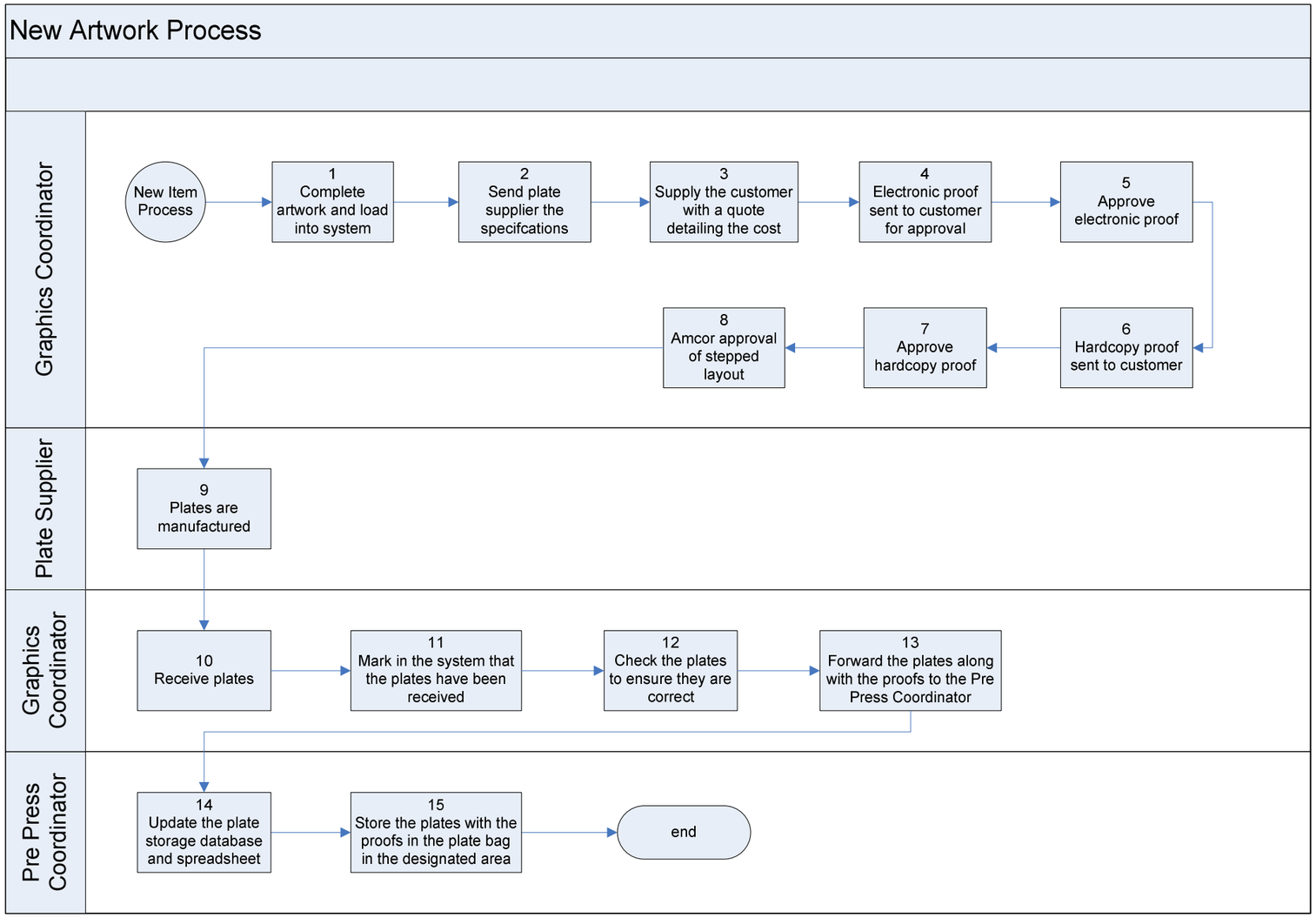


Purpose: The purpose of this process is to detail the process for approving new items for manufacture.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Originator	1	Does the job require printing?	A new item is to be produced	To determine if the item can be entered into the system electronically				
	2	Raise new item form as per new item form work instruction	A new item is to be produced	So the new item process can continue	New Item Form Work Instruction		New Item Form	
	3	Enter any information into Amcor Express	A new item is to be produced	So it can be passed through the system to the relevant departments				Amcor Express
	4	Attach a New Item Form to the Amcor Express job	Details have been entered	For clarification of all the details	New Item Form Work Instruction		New Item Form	
	5	Pass new item form to the Production Planner	Once form is completed as much as possible	For input into SyteLine	Into the New Item in tray			
Production Planner	6	Determine if the new item made from polyethylene?	After review of the new item form	To determine capability of production			New Item Form	Amcor Express
	7	Refer query to the purchasing manager	If new item is not made from polyethylene	To determine if the material can be supplied				
Purchasing Manager	8	Determine if the material can be supplied	After contact with the purchasing manager	To determine continuation of the new item				Amcor Express
	9	Notify customer service of unable to produce new item	If material cannot be supplied	So customer service can notify the customer				
Production Planner	10	Create a BOM with as much information as possible of operations	Upon notification of a new item	For all information to be accurately recorded				SyteLine
	11	Notify Department Managers of new item	After item has been entered into the system	So the relevant forms can be raised and the new item can be successfully implemented				
Department Managers	12	Raise Technical Attachment form	A new item is to be produced	To ensure all aspects of the job are able to be produced			New Item Form and Technical Attachment Form	
	13	Check and sign off relevant section	On receipt of the new item technical attachment	To ensure all aspects of the job are able to be produced				
	14	Once relevant sections complete pass to Operations Manager for review	All relevant departments have been signed off	For checking purposes and final approval				
	15	Correct any errors discovered by the Operations Manager	Errors have been indicated	To ensure no errors are produced in the final product				
Operations Manager	16	Review and sign off	All relevant departments have been signed off	For checking purposes and final approval			New Item Form and Technical Attachment Form	
	17	Identify any errors	Reviewing the new item technical attachment	To ensure they are corrected				
Operations Manager	18	Pass to the Production Planner for the necessary changes to be added	Satisfied that all details are correct	For checking purposes				

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Production Planner	19	Update the BOM as necessary	Any changes are discovered by the Technical Attachment	To ensure the correct BOM is entered into the system			New Item Form and Technical Attachment Form	SyteLine
	20	Create the item specification forms in the specification database	The job is released for production	So the operators will have all the details they need to produce the product				Specification Database
	21	Pass onto Technical Manager	All technical aspects have been entered into the system	So they can be reviewed and any errors identified				
	22	Is Amcor Express able to do a costing analysis?	All information has been entered	To refer the job to the appropriate person	With the fixed margins			
	23	Correct any errors discovered by the Technical Manager	Errors have been indicated	To ensure no errors are produced in the final product				
Technical Manager	24	Review and sign off	The technical attachment form is complete	To ensure no errors have been made			New Item Form and Technical Attachment Form	
	25	Identify any errors	Reviewing the new item technical attachment	To ensure they are corrected				
Estimates Manager	26	Do a costing analysis on the new item	The automated system is unable to determine a price	For sales to the customer	Using the spreadsheet			
	27	Forward the analysis to the Commercial Manager	Costing analysis is complete	For approval of the selling price				
Commercial Manager	28	Approve the price for the item	Price has been determined	To ensure the price is not over or under calculated				Amcor Express
	29	Any price issues?	Reviewing the price for the new item	So they can be sorted out				
	30	Issues taken up with the Estimates Manager	If an issue arises	To be discussed to arrive at a solution				
	31	Forward the analysis to the Account Manager	Once price is approved	For the Account Manager to gain approval				
Account Manager	32	Approve the price with the customer	Commercial Manager has reviewed the selling price	Check that it is reasonable				Amcor Express
	33	Any price issues?	Reviewing the price for the new item	So they can be sorted out				
	34	Issues taken up with the Commercial Manager	If an issue arises	To be discussed to arrive at a solution				
Account Manager	35	Send the price information to Customer Service	After approval	For input into SyteLine				
Customer Service Coordinator	36	Enter price details into SyteLine	Information has been received	For invoices to be able to be produced and future orders can made				SyteLine
	37	Raise customer order in the system	Price details have been entered and order has been placed	So the order can be planned for and produced				

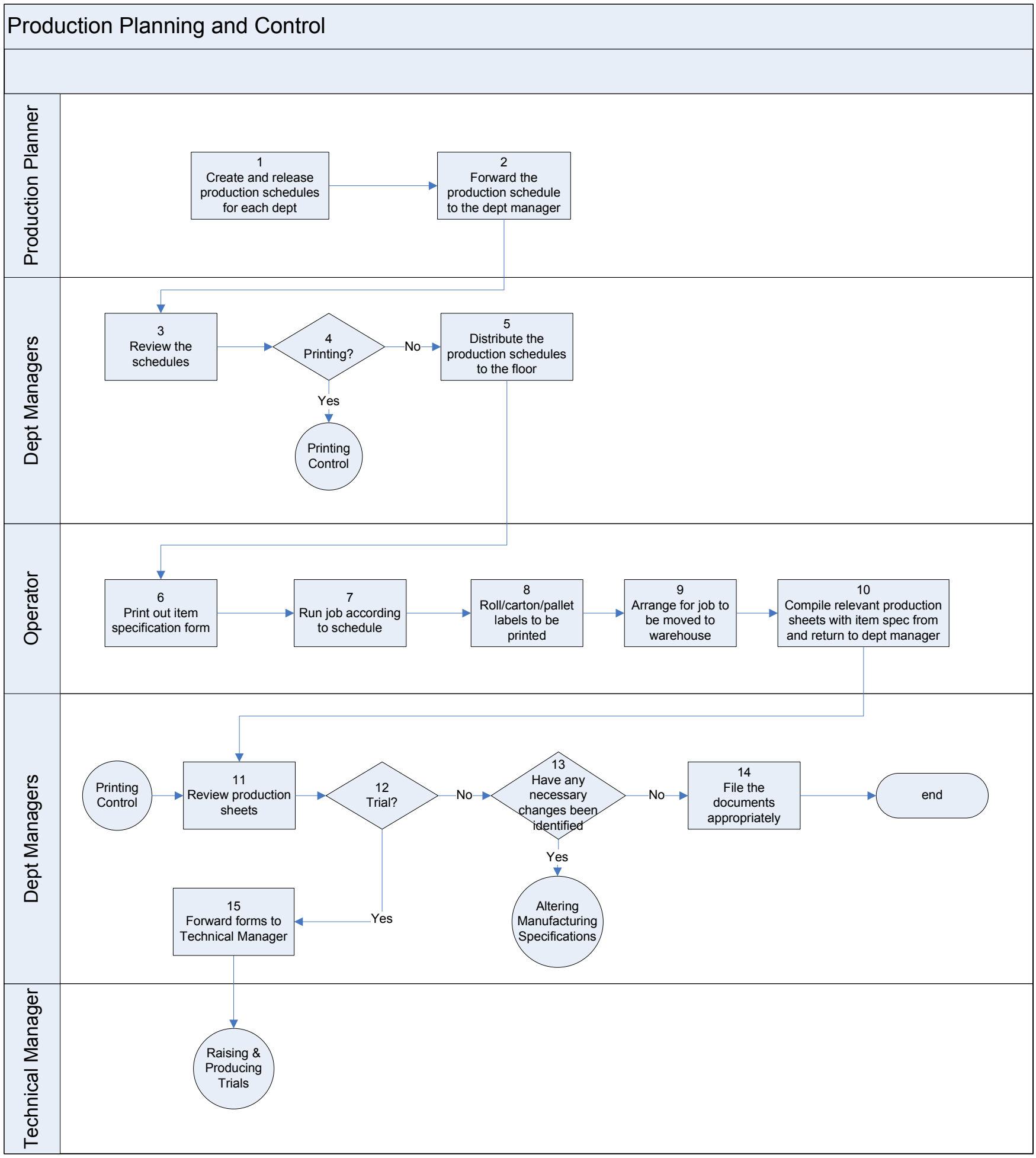
C.3 New Artwork Process



Purpose: To describe the process to be followed when new printing plates are required for a new item.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Graphics Coordinator	1	Complete the artwork and load into the system	Upon notification of a new item	So the specifications can be sent to the plate supplier	Using Amcor Express			Amcor Express
	2	Send the plate supplier the specifications	All information is obtained and entered into the system	So the plate supplier can manufacture the plates				
	3	Supply the customer with a quote detailing the cost	Once the cost has been determined	So pre press costs are covered and disputes are avoided				
	4	Electronic proof is sent to the customer	Electronic proof has been produced	To ensure all customer requirements are met				
	5	Approve electronic proof	Customer has given approval of the proof	For the plate supplier to produce a hard copy proof				
	6	Hardcopy proof sent to customer	Proof has been received	For customer to check prior to the plates being manufactured				
	7	Approve hardcopy proof	Customer has given approval of the proof	For the plate supplier to produce a hard copy proof				
	8	Amcor approval of stepped layout	Stepped layout has been supplied by the supplier	To ensure the plates will be manufactured to fit on Amcor machines				
Plate Supplier	9	Plates are manufactured	Once Amcor has approved the stepped layout	So the product can be produced				
Graphics Coordinator	10	Receive plates	Plate supplier has sent them	So the correct procedure is followed				
	11	Mark in the system that plates have been received	Plates have been received	So job can be released for production	Using Amcor Express			
	12	Check the plates to ensure they are correct	Plates have been received	So incorrect products are not manufactured	By matching them against the proofs			
	13	Forward plates along with the proofs to the Pre Press Coordinator	After the plates have been checked	For the plates to be stored appropriately				
Pre Press Coordinator	14	Update the plate storage database and spreadsheet	Plates have been received	For correct storage and tracking				Plate Storage Database and Spreadsheet
	15	Store the plates with the proofs in the plate bag in the appropriate area	Plates have been received	So the plates can be used when a job arises		Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area		

C.4 Production Planning and Control



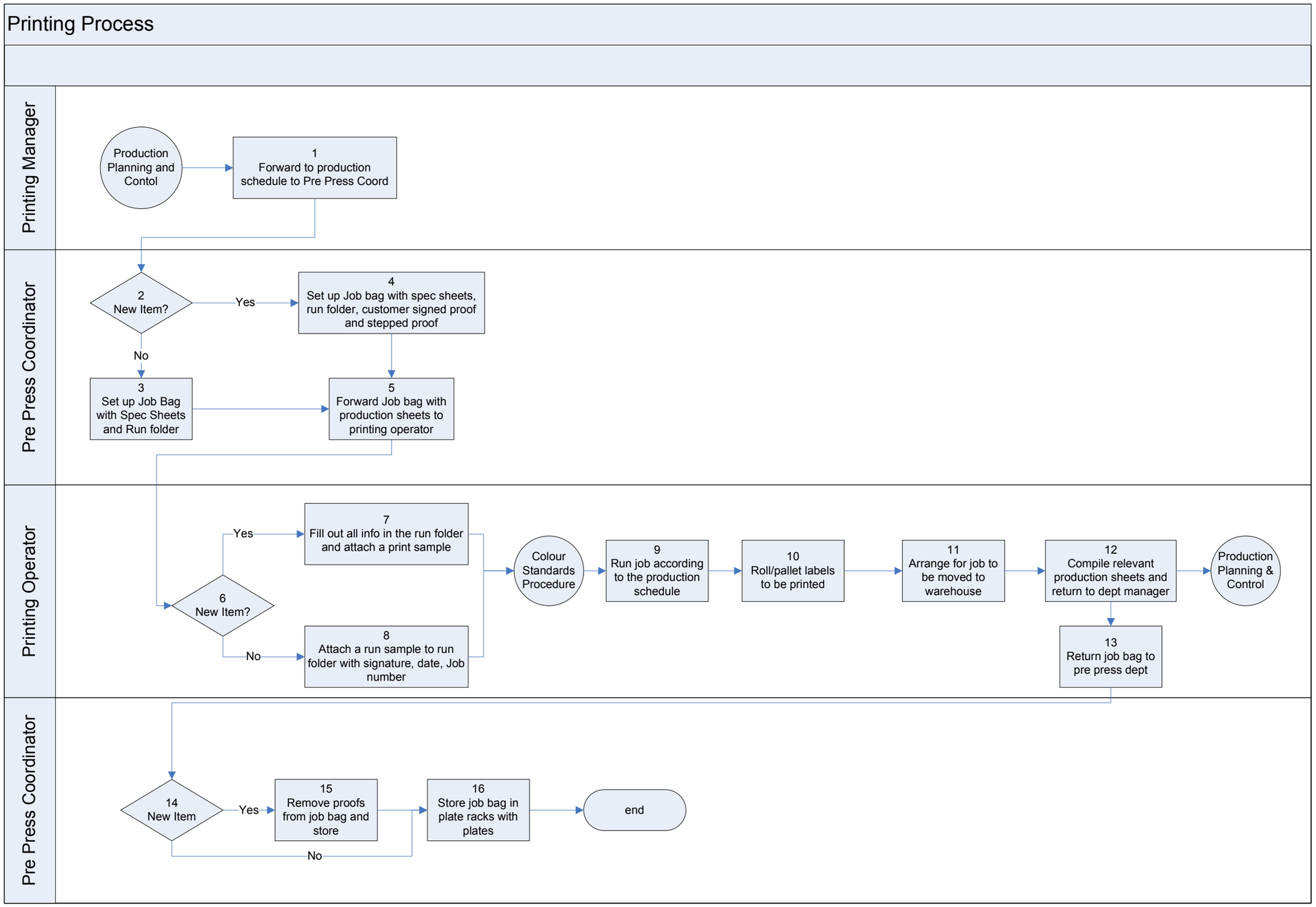
Purpose: to describe the steps to be followed when a minor alteration to a specification is identified, therefore a new item number is not required. Perforated Specifications will be managed via another process.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Originator	1	Identify a need to amend a specification	At any time within the existing item process	Minor amendment required as a result of a customer complaint, an error identified in the specification				
	2	Amendment can be provided either electronically or hard copy	At any time within the existing item process	Due to the diversity of the skill levels with computers, the amendment process can be either electronic or hardcopy				
	3	For hardcopy process, complete the Alteration to Specification Form	As soon as the amendment has been identified	The sooner that this process commences, the sooner the amendment is put in place	Print the Alteration to Specification Form and complete the required information		Alteration to Specification form	Paradigm II
	4	Handwritten amendments can be placed on the specification	As soon as the amendment has been identified	Will provide clarification to the request	Print the current specification			Specification Database
	5	Provide the hardcopies of the documents to the operations manager	On completion of the documentation	To enable a review of the specification to occur	Securely attach the two documents and provide to the operations manager or place in pigeon hole			
	6	For electronic process, complete the Alteration to Specification Form electronically	As soon as the amendment has been identified	The sooner that this process commences, the sooner the amendment is put in place	Save the Alteration to Specification Form, but ensure that only the up to date form is utilised (Check Paradigm II)		Alteration to Specification form	Paradigm II
	7	Handwritten amendments can be placed on the specification and the document scanned	As soon as the amendment has been identified	Will provide clarification to the request	Print the current specification			
	8	Email the completed form and scanned specification to the Operations Manager	On completion of the documentation	To enable a review of the specification to occur	Email the two documents as attachments			
Operations Manager	9	Review the amendments	On receipt of the amendment request	To ensure that it is correct				
	10	Identify errors or queries	On receipt of the amendment request	To ensure that the information contained in the amendment is correct and that the amendment is actually required.				
	11	Documents with errors are to be returned to the originator and any queries should also be directed to the originator	Once an error has been identified or clarification is required	To make the originator aware of the error and to have them correct it as well as clarifying any possible concerns with the amendment	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
	12	Document the approval either hardcopy or electronic	No errors identified and no queries	This is the authority to go ahead with the amendment	Signature (electronic or handwritten)			

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Operations Manager	13	Determine whether the amendment will have a technical impact	This will be identified during the initial review	If there is a technical impact identified, the amendment needs further verification				
	14	Provide documentation to the Planner if there is no technical impact	Once the amendment has been approved	There is no requirement for technical validation				
	15	Provide documentation to the Technical Manager if there is a possibility of technical impact	Once the possibility of technical impact has been identified	Enables verification of the amendment by the technical manager and to capture any further information that may be required.				
Technical Manager	16	Review the amendments	On receipt of the documentation	Enables verification of the amendment by the technical manager and to capture any further information that may be required.				
	17	Identify errors or queries	On receipt of the documentation	To ensure that the information contained in the amendment is correct and that the amendment is actually required.				
	18	Documents with errors are to be returned to the originator and any queries should be directed to the originator	Once an error has been identified or clarification is required	To make the originator aware of the error and to have them correct it as well as clarifying any possible concerns with the amendment	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
	19	Document the approval on documentation	No errors identified and no queries	This is the authority to go ahead with the amendment	Signature (electronic or handwritten)			
	20	Provide the approved documentation to the planner	Once all information is correct and there are no further queries	To enable the amendments to be processed	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
Planner	21	Make the amendments in the specification database	Prior to the next production run of that item – with adequate time for a final review by the technical manager	To ensure that the most current and up to data specification is available to operators for the next production run	Ensure appropriate approvals have been documented. Changes are made in the specification database, ensuring brief description and user's name is recorded in system			Specification Database
	22	Notify the technical manager of amendments.	On completion of the amendments, ensuring that there is enough time for an adequate review prior to production	To ensure no errors have slipped through the process	Notification can be electronic or by person.			

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Technical Manager	23	Review the amendments	On confirmation that the specification has been amended in the system	To confirm that the amendments have been entered correctly	Specification database			
	24	Errors identified	On receipt of the documentation	Need to be corrected as soon as possible to ensure that only the correct specification is accessible by the operators				
	25	Return to planner if errors are identified	Once an error has been identified	To correct the specification prior to it being accessible by the operators	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
	26	No errors, return the records to the originator	On completion of the review	The responsibility for retaining the amendment requests lies with the originator	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
Originator	27	Retain the records	On receipt of the documentation	To enable traceability of the amendment if required	For 3 months or until superseded whichever comes first, utilising a method that suits the originator.		Alteration to Specification form and the attached amended specification	

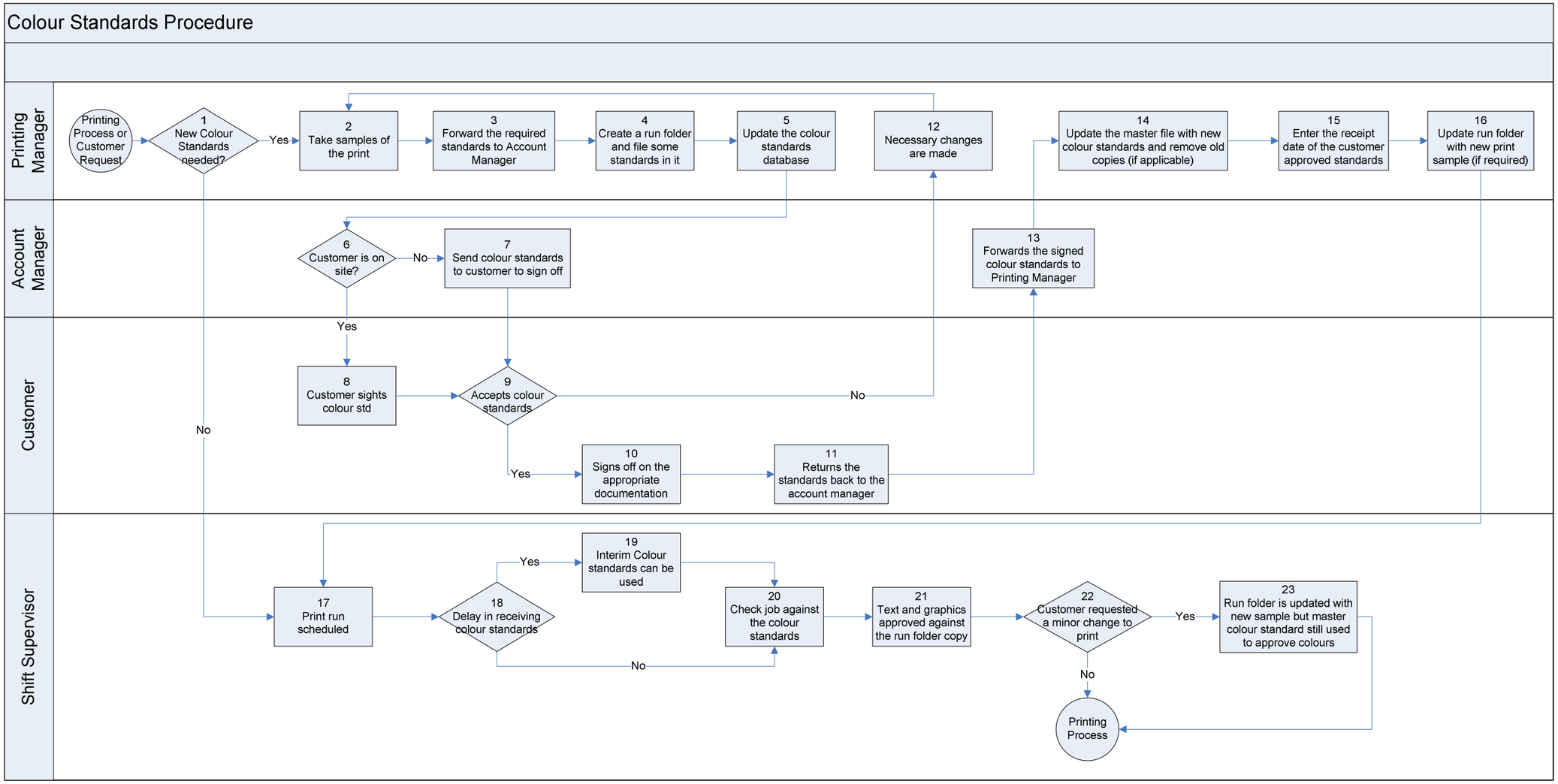
C.5 Printing Process



Purpose: To describe the process to be followed when an item is a printed item to be manufactured.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Printing Manager	1	Forward the production schedule to the Pre Press Coordinator	After schedules have been reviewed	So production can commence			Production Sheets and Item Specification Forms	
Pre Press Coordinator	2	New item?	Production schedules have been received	Determines what needs to be placed in the job bag				Pre Press Operations
	3	Set the job bag up with the specification sheets, run folder and run samples.	Item has been scheduled for production	To give the operator all the information to be able to produce the product	Refer to Production Schedule and any directions given by Printing Manager	Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area		Specification Database, Plate Storage Database and Spreadsheet
	4	Set the job bag up with the specification sheets, run folder, customer signed proof and stepped proof	New item specification forms are received	To give the operator all the information to be able to produce the product				
	5	Forward the job bag with the production sheets to the printing operators	All attachments are attached	For production to commence				
Printing Operator	6	New item?	Production schedules have been received	Determines what step need to be taken				Machine Operator
	7	Fill out all information in the run folder and attach a print sample	The item is printed for the first time	So future runs have all the information needed to produce the product		Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area	Production Sheets and Item Specification Forms	
	8	Attach a run sample to the run folder with signature, date, job number and the day it was passed	The item is rerun	To maintain a quality tracking system				
	9	Run job according to the production schedule	The job is to be run	This details the amount of kilograms and metres to be made				
	10	Roll/carton/pallet labels to be printed	The job is being run	To have the most efficient production time possible	Refer to Production Schedule and any directions given by Printing Manager			
	11	Arrange for the job to be moved to the warehouse.	The job is completed	For storage and/or dispatch				
	12	Compile the relevant production sheets and return to Department Manager	The job is completed	For review to identify any areas with need amending				
	13	Return the job bag to the Pre Press Department	The job is completed	So the job bag can be appropriately stored				
Pre Press Coordinator	14	New item?	Job bag is returned	To store job bag with all necessary items in it				
	15	Remove proofs from job bag and store	Job bag is returned	To ensure the job bag is store with all the correct item in it				
	16	Store the job bag in the plate racks with the plates	Job bag is ready for storage	To ensure all equipment is stored together and easily found				

C.6 Colour Standard Procedure

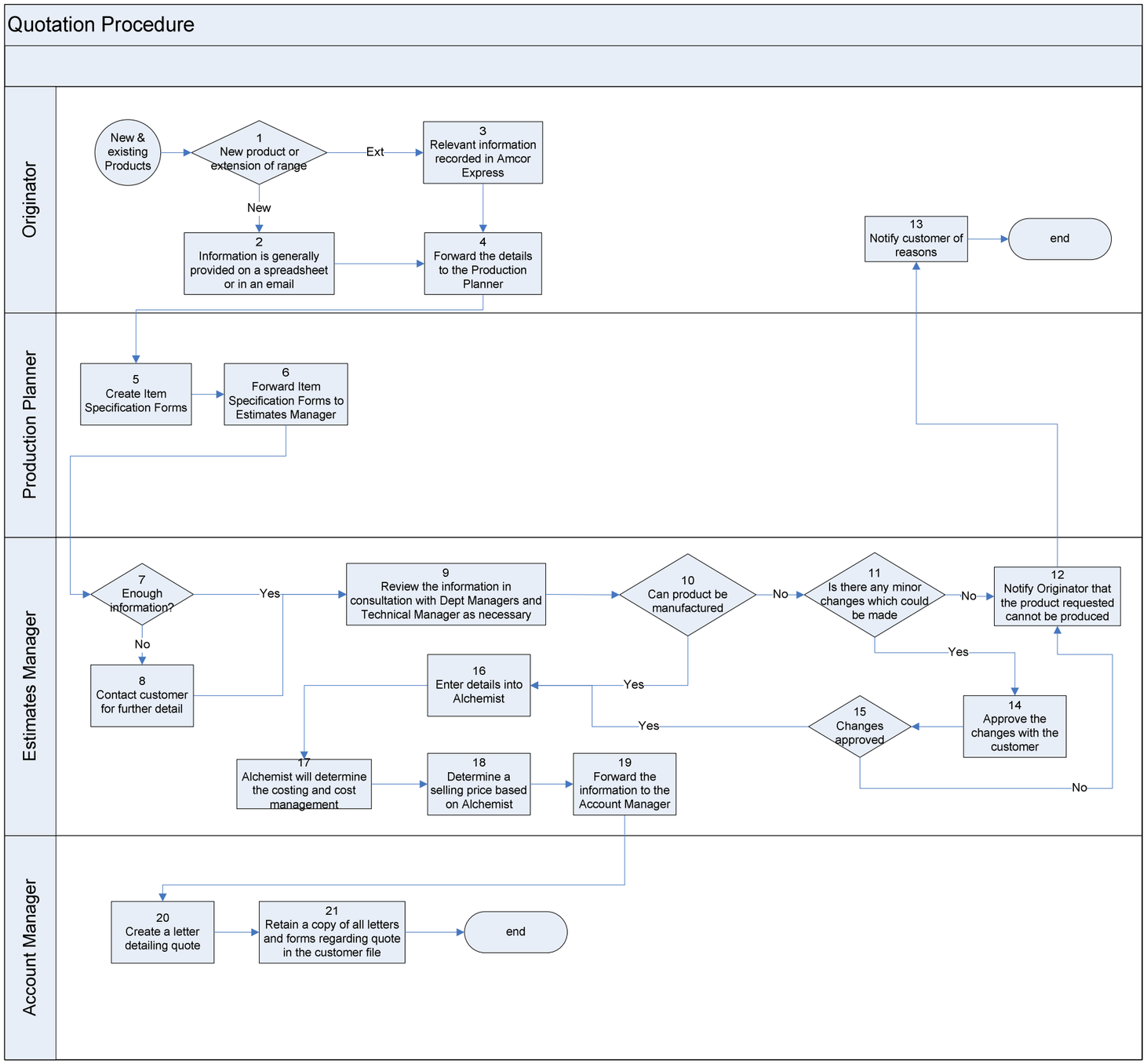


Purpose: To describe the steps to be followed when creating Colour Standards for a new item or by request from the customer.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Printing Manager	1	Are new Colour Standards needed?	Either the item is a new item or by customer request	To determine if new print samples need to be created	Details in Amcor Express	Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area		Amcor Express
	2	Take samples of the print	On first run or if a change has been requested	To create the required number of colour standards	Details in Amcor Express			
	3	Forward the required standards to the Account Manager	After standards have been produced	To send to the customer for approval	Details in Amcor Express		Colour Standards Folder	
	4	Create a run folder and file some standards in it	After standards have been produced	For interim use as a result of a delay in receiving customer approved colour standards	Details in Amcor Express			
	5	Update the colour standards database detailing creation date and item number	After standards have been created	To keep a track of all details				Colour Standards Database
Account Manager	6	Customer is on-site for first run?	On first print run	To sign off the colour standards		Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area		
	7	Send the required colour standards to customer to sign off	If customer does not attend on first print run	To gain approval for production	Details in Amcor Express			Amcor Express
Customer	8	Customer sights the colour standards on-site	On first run	To approve printing and for continuation of production				
	9	Accept the colour standards?	Once the standards have been inspected	To approve printing and for continuation of production				
	10	Signs the colour standards	Once accepted	So they can be filed in the master files				
	11	Return the required standards to the Account Manager	Colour standards have been accepted	So they can be filed on site	Details in Amcor Express			
Printing Manager	12	Necessary changes are made	Customer refuses to sign colour standards	To gain press approval again				
Account Manager	13	Forward the colour standards to the Printing Manager	On recept of the customer approved colour standards	So they can be filed in the master files				
Printing Manager	14	Update the master file with new colour standards and remove old copies if applicable	Colour standards have been received	For certification purposes of future runs				
	15	Enter the receipt date of the customer approved colour standards into the database	Colour standards have been received	To signify that the approved colour standards have been received				Colour Standards Database
	16	Update the run folder with new print sample if required	Colour standards have been received	For certification purposes of future runs				
Shift Supervisor	17	Print run is scheduled	Scheduled by the Production Planner	The job needs to be run		Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area		Machine operator

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Shift Supervisor	18	Was there a delay in receiving the customer approved colour standards?	The item is scheduled to be re-run	For any reason				
	19	Interim colour standards can be used	There is a delay in receiving new colour standards	So production is not held up	Standards are kept in the run folder		Run folder records	
	20	Check the job against the colour standards	Whenever that job is to be run	To ensure correct colour matching				
	21	Text and graphics to be approved against the run folder copy	A job is to be run	To ensure current production run is correct				
	22	Minor changes to print?	At customer request	Customer requires the change				
	23	Run folder is updated with new sample but master colour standard still used to approve further runs	A job is run	To ensure the print details and colour quality are maintained				

C.7 Quotation Procedure

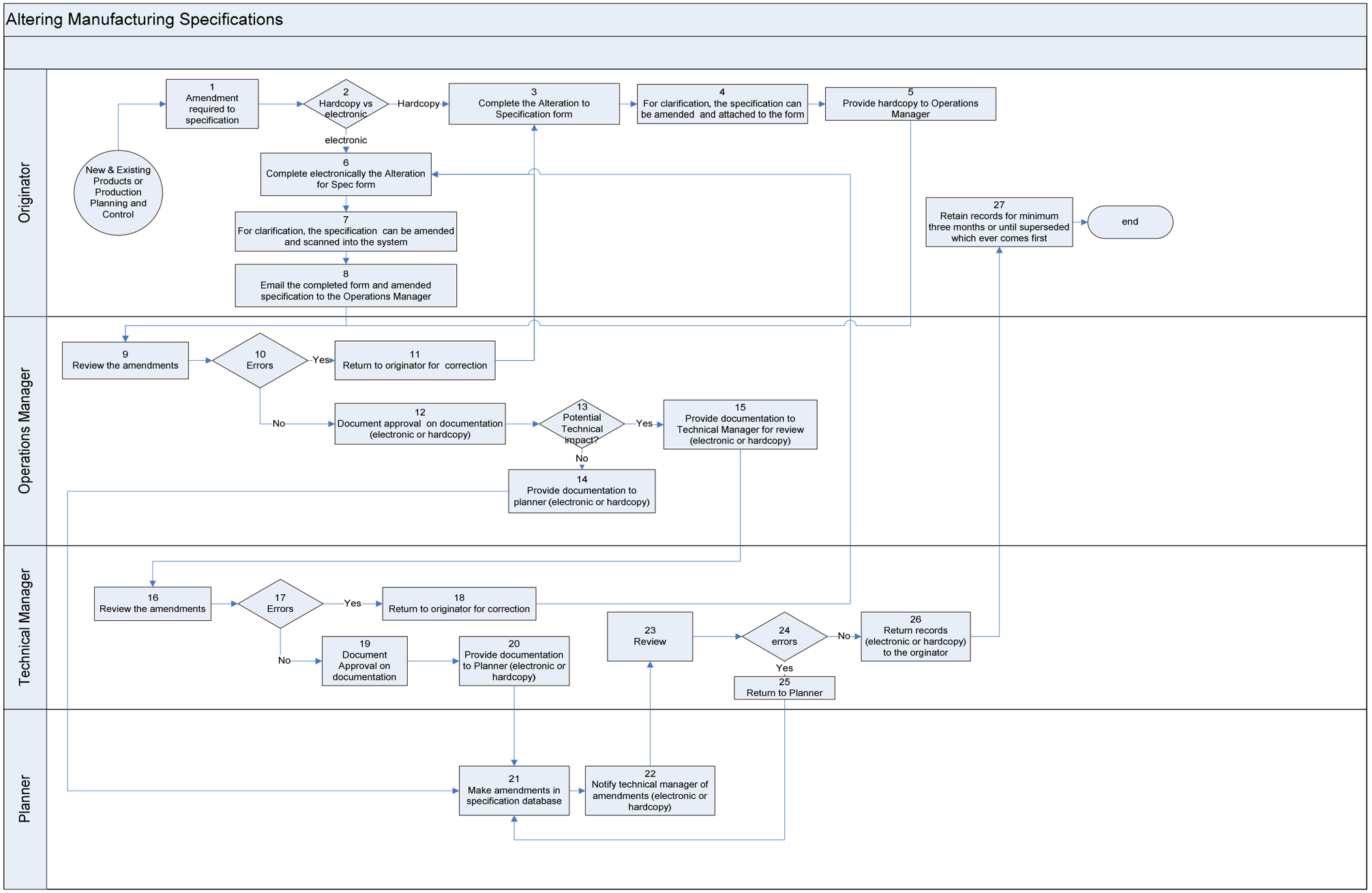


Purpose: To describe the method by which quotes are provided to customers.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Originator	1	New product or extension of range for existing customer?	At time of quote	Determines where information is recorded				
	2	Information is generally supplied to Amcor in the form of some sort of spreadsheet from the customer.	The customer has requested a quote for a completely new product	To list the details of the job				
	3	Extension of range generally means the details can be entered into Amcor Express	The customer has requested a quote for an extension to the existing range of products	To list the details of the job				Amcor Express
	4	Forward the details to the Production Planner	Information on the product has been obtained	So the Production Planner can make the necessary Item Specification forms				
Production Planner	5	Create Item Specification forms for the product	A quote is to be determined	So an accurate determination of the cost can be obtained			Item Specification Forms	Amcor Express and Specification Database
	6	Forward the Item Specification forms to the Estimates Manager	The forms are complete	So a cost for production can be obtained				
Estimates Manager	7	Determine if there is enough information to provide an accurate quote	On receipt of the Item Specification forms	In order to provide an accurate quote			Item Specification Forms	
	8	Contact the Customer in order to obtain the necessary information	Not enough information is provided	In order to provide an accurate quote				
	9	Review the item specification forms in consultation with the Department Managers and Technical Manager as necessary	Receive a quote request from the originator or through Amcor Express	To ensure all requests can be carried out if ordered				
	10	Can the product be produced?	After a review	To notify customer of the results				
	11	Is there a minor change that could be made to make the product successful	It is determined that the current specifications for the product cannot be met	To provide the customer with a quote for a product that may be suitable				
	12	Notify originator that the product requested is not able to be produced	It has been determined that the product can not be produced	To allow notification to the customer to occur				
Originator	13	Notify the customer of an unsuccessful quote	Upon notification that the request can not be processed	So they can make some alterations or decide what they want to do				
Estimates Manager	14	Discuss and approve any changes to the quote request with the customer	Changes are necessary	So the customer is provided with an accurate quote				Alchemist
	15	Are the necessary changes approved?	Discussing changes with the customer	To continue with the quote				
	16	Enter details into Alchemist	All technical details have been finalised	To enable a costing analysis to be done				

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Estimates Manager	17	Alchemist will determine the costing and cost management	All information has been input into the system	To gain an accurate estimate of the production costs				
	18	Determine a selling price based on the information provided by Alchemist	All relevant information has been received	So quote can be sent to the customer				
	19	Forward the price information to the Account Manager	The price has been determined	So the customer can be informed of the results				
Account Manager	20	Create a letter detailing the quote	Upon receipt of the item specification forms and cost spreadsheet	To inform the customer the results of the quote	Follow the quotation letter sample		Sample Quote Letter	
	21	Retain a copy of all letters and forms regarding the quote in the customer file	The quote letter has been forwarded to the customer	For future reference	Either electronic or hard copy			

C.8 Altering Manufacturing Specifications



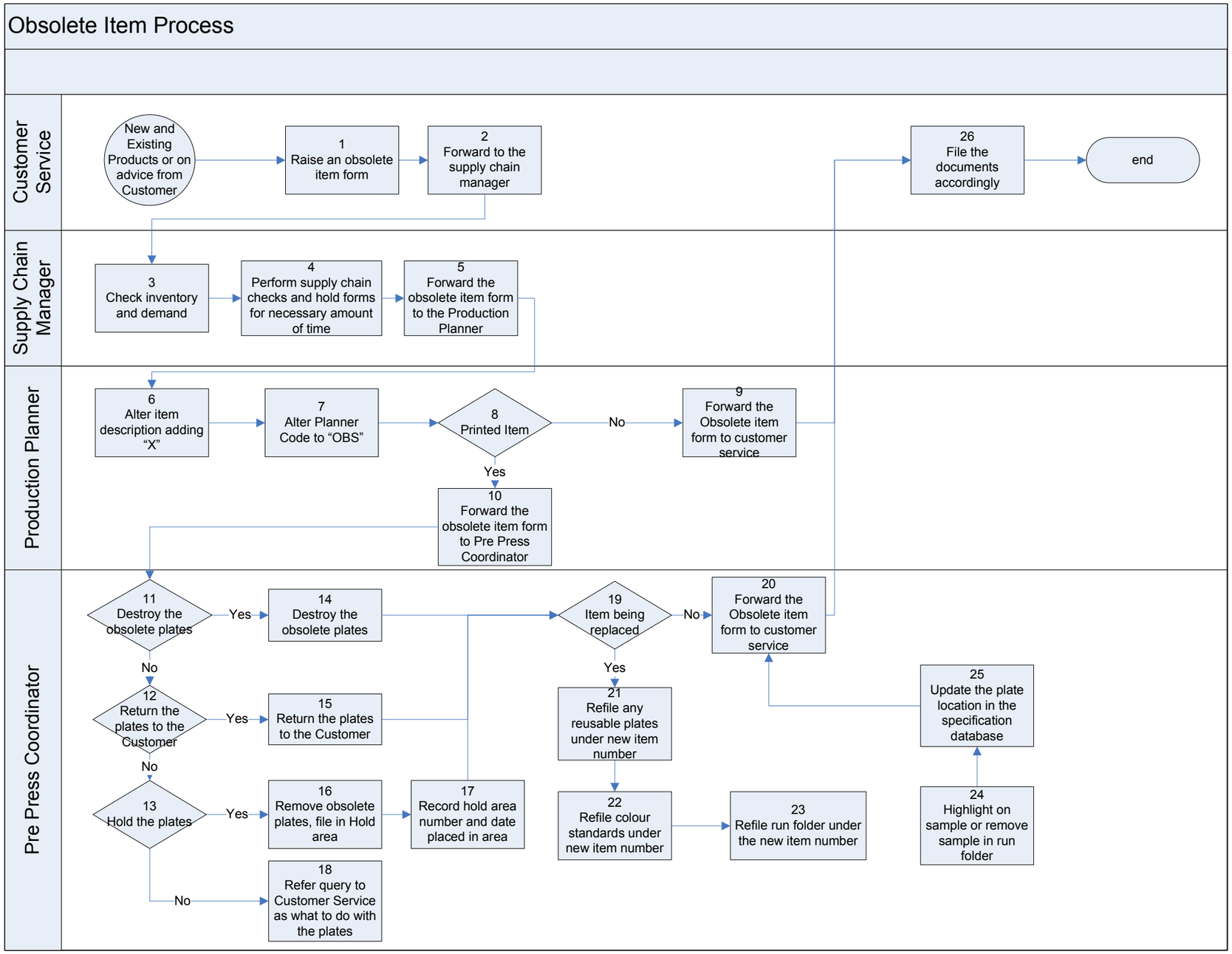
Purpose: to describe the steps to be followed when a minor alteration to a specification is identified, therefore a new item number is not required. Perforated Specifications will be managed via another process.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Originator	1	Identify a need to amend a specification	At any time within the existing item process	Minor amendment required as a result of a customer complaint, an error identified in the specification				
	2	Amendment can be provided either electronically or hard copy	At any time within the existing item process	Due to the diversity of the skill levels with computers, the amendment process can be either electronic or hardcopy				
	3	For hardcopy process, complete the Alteration to Specification Form	As soon as the amendment has been identified	The sooner that this process commences, the sooner the amendment is put in place	Print the Alteration to Specification Form and complete the required information		Alteration to Specification form	Paradigm II
	4	Handwritten amendments can be placed on the specification	As soon as the amendment has been identified	Will provide clarification to the request	Print the current specification			Specification Database
	5	Provide the hardcopies of the documents to the operations manager	On completion of the documentation	To enable a review of the specification to occur	Securely attach the two documents and provide to the operations manager or place in pigeon hole			
	6	For electronic process, complete the Alteration to Specification Form electronically	As soon as the amendment has been identified	The sooner that this process commences, the sooner the amendment is put in place	Save the Alteration to Specification Form, but ensure that only the up to date form is utilised (Check Paradigm II)		Alteration to Specification form	Paradigm II
	7	Handwritten amendments can be placed on the specification and the document scanned	As soon as the amendment has been identified	Will provide clarification to the request	Print the current specification			
	8	Email the completed form and scanned specification to the Operations Manager	On completion of the documentation	To enable a review of the specification to occur	Email the two documents as attachments			
Operations Manager	9	Review the amendments	On receipt of the amendment request	To ensure that it is correct				
	10	Identify errors or queries	On receipt of the amendment request	To ensure that the information contained in the amendment is correct and that the amendment is actually required.				
	11	Documents with errors are to be returned to the originator and any queries should also be directed to the originator	Once an error has been identified or clarification is required	To make the originator aware of the error and to have them correct it as well as clarifying any possible concerns with the amendment	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
	12	Document the approval either hardcopy or electronic	No errors identified and no queries	This is the authority to go ahead with the amendment	Signature (electronic or handwritten)			

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Operations Manager	13	Determine whether the amendment will have a technical impact	This will be identified during the initial review	If there is a technical impact identified, the amendment needs further verification				
	14	Provide documentation to the Planner if there is no technical impact	Once the amendment has been approved	There is no requirement for technical validation				
	15	Provide documentation to the Technical Manager if there is a possibility of technical impact	Once the possibility of technical impact has been identified	Enables verification of the amendment by the technical manager and to capture any further information that may be required.				
Technical Manager	16	Review the amendments	On receipt of the documentation	Enables verification of the amendment by the technical manager and to capture any further information that may be required.				
	17	Identify errors or queries	On receipt of the documentation	To ensure that the information contained in the amendment is correct and that the amendment is actually required.				
	18	Documents with errors are to be returned to the originator and any queries should be directed to the originator	Once an error has been identified or clarification is required	To make the originator aware of the error and to have them correct it as well as clarifying any possible concerns with the amendment	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
	19	Document the approval on documentation	No errors identified and no queries	This is the authority to go ahead with the amendment	Signature (electronic or handwritten)			
	20	Provide the approved documentation to the planner	Once all information is correct and there are no further queries	To enable the amendments to be processed	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
Planner	21	Make the amendments in the specification database	Prior to the next production run of that item – with adequate time for a final review by the technical manager	To ensure that the most current and up to data specification is available to operators for the next production run	Ensure appropriate approvals have been documented. Changes are made in the specification database, ensuring brief description and user's name is recorded in system			Specification Database
	22	Notify the technical manager of amendments.	On completion of the amendments, ensuring that there is enough time for an adequate review prior to production	To ensure no errors have slipped through the process	Notification can be electronic or by person.			

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Technical Manager	23	Review the amendments	On confirmation that the specification has been amended in the system	To confirm that the amendments have been entered correctly	Specification database			
	24	Errors identified	On receipt of the documentation	Need to be corrected as soon as possible to ensure that only the correct specification is accessible by the operators				
	25	Return to planner if errors are identified	Once an error has been identified	To correct the specification prior to it being accessible by the operators	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
	26	No errors, return the records to the originator	On completion of the review	The responsibility for retaining the amendment requests lies with the originator	Carry out this process in the same fashion as the originator has. For example, if the originator emailed the amendment, the operations manager can email the request for corrections			
Originator	27	Retain the records	On receipt of the documentation	To enable traceability of the amendment if required	For 3 months or until superseded whichever comes first, utilising a method that suits the originator.		Alteration to Specification form and the attached amended specification	

C.9 Obsolete Item Process

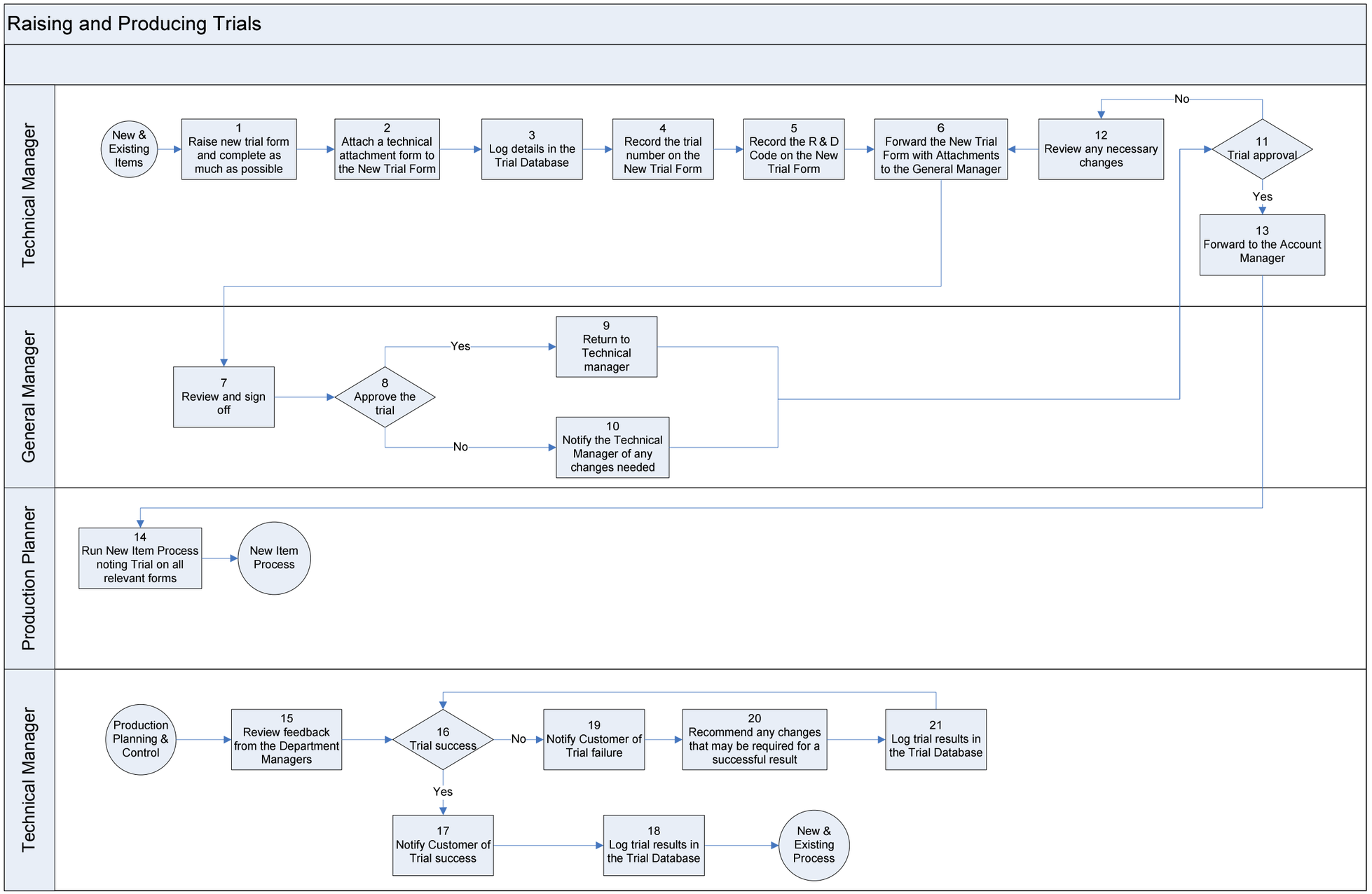


Purpose: To describe the process to be followed when an item is obsolete to ensure that it is not produced or the wrong printing plates are used.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Customer Service Coordinator	1	Raise an obsolete item form	An item is obsolete or on customer advise that the item is not required any longer	To ensure production on that item ceases			Obsolete Item Form	
	2	Forward form to the Supply Chain Manager	Once the customer service section is complete	So stock levels may be reduced				
Supply Chain Manager	3	Check inventory and demand in relation to when the item is to be obsolete	An item is obsolete	To item might still be active for some time until new one is in production				SyteLine
	4	Perform supply chain checks and hold for the necessary amount of time.	An item is obsolete	To ensure the process runs smoothly				
	5	Forward the obsolete item form to the Production Planner	Item is to be cancelled from production	So the item can be taken out of the schedule				
Production Planner	6	Alter the item description adding “X”	On recept of an Obsolete Item Form	Signifies an obsolete item			Obsolete Item Form	SyteLine
	7	Alter planner code to OBS	An item is obsolete	Signifies an obsolete item				
	8	Was the item printed?	During production	To determine if plates need to be removed				
	9	Forward the obsolete item form to Customer Service	If no printing was done on the item and forms are complete	For filing purposes				
	10	Forward the obsolete item form to the Pre Press Coordinator	Once the Production Planner section is complete	So the plates can be removed to ensure incorrect plate will not be used				
Pre Press Coordinator	11	Destroy the obsolete plates?	An item is obsolete	According to customer requests	Instructions on the obsolete item form	Refer to Hazard Analysis and Risk Assessment (HA/RA) plans for the functional area	Obsolete Item Form	
	12	Return the plates to the customer?	An item is obsolete	According to customer requests	Instructions on the obsolete item form			
	13	Hold the plates for six months	An item is obsolete	According to customer requests	Instructions on the obsolete item form			
	14	Destroy the obsolete plates	On receipt of an Obsolete Item Form or the new plates or both	So they are not used				
	15	Return the plates to the customer	On receipt of an Obsolete Item Form or the new plates or both	So they are not used				
	16	Remove obsolete plates/negatives from use and file them in Hold Area	On receipt of an Obsolete Item Form or the new plates or both	So they are not used				
	17	Record hold area number and date placed in area	The obsolete plates are to be held	For tracking purposes	In the plate storage database and spreadsheet			Plate Storage Database and Spreadsheet
	18	Refer query to Customer Service as what to do with the plates	Obsolete Item Form is not completed correctly	So the plates can be dealt with appropriately				

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Pre Press Coordinator	19	Is the item being replaced?	An item is obsolete	To determine if any of the old parts can be reused				
	20	Forward the obsolete item form to customer service.	All Pre Press duties have been completed	So the form can be filed appropriately				
	21	Re-file any reusable plates and parts under the new item number	An item is obsolete	In order for the new item production to commence				
	22	Re-file colour standards under new item number (if applicable)	An item is obsolete	In order for the new item production to commence				
	23	Re-file run folder under the new item number	An item is obsolete	In order for the new item production to commence				
	24	Highlight on sample in run folder what has been amended (if applicable) or remove sample	For minor changes to print or when new sample is needed	So the operator can easily see what has been changed and update the run folder with a new sample				
	25	Update plate location in specification database	New plates have been given a filing area	So new plates are stored correctly and traced easily				
Customer Service	26	File the documents accordingly	Obsolete Item Form is complete	For record keeping purposes				

C.10 Raising and Producing Trials



Purpose: To describe the method by which quotes are provided to customers.

WHO	STEP	WHAT	WHEN	WHY	HOW	HACCP/GMP	FORMS/RECORDS	TRAINING/ COMPETENCY
Technical Manager	1	Raise a New Trial Form and complete as much as possible	A trial has been requested	The customer has requested a trial			New Trial Form	Trial Database
	2	Attach a technical attachment form	Notification of a trial has been received	To ensure all technical details are recorded				
	3	Log details in the Trial database	A trial is to be done	To keep a record of the trial and be able to track it				
	4	Record the trial number on the new trial form	A trial is to be done	For tracking purposes as a reference number	The number is found from the trial database			
	5	Record the R & D code on the new trial form	A trial is to be done	This categorises the trial	The number is found from the trial database			
	6	Forward the New Trial Form with attachments to General Manager	All details have been logged in the database	So the forms can be reviewed and identify any problems that may arise				
General Manager	7	Review the new trial form	A trial has been requested	So the trial can be approved			New Trial Form	
	8	Approve the trial to be undertaken	New trial forms have been received	For production of the trial to begin				
	9	Notify the Technical Manager of approval	Satisfied with all details	So the Technical Manager is notified that the trial has been approved				
	10	Notify the Technical Manager of any recommendations or changes to be made	Before approval of the new trial	For the changes to be made in collaboration with the customer				
Technical Manager	11	Trial approved by General Manager	Trial Form is signed by General Manager					
	12	Make any necessary changes	The General Manager has recommendations or requests	For approval of the trial				
	13	Forward to the Account Manager	Trial approval have been obtained	So the trial can be entered into the system				
Production Planner	14	Run New Item Process	On receipt of the trial forms	So the trial can be run with appropriate notes on forms to signify a trial			New Trial Form	
Technical Manager	15	Review feedback from the Department Managers	The trial has been run	To determine the viability of producing the product				
	16	Determine if trial has been successful	Upon notification of the trial results	To enable the customer to make further decisions				
	17	Notify customer of trial success	Upon notification of trial success	So the customer can place orders on the new product				
	18	Log trial results in the Trial Database	When trial results have been determined	To complete the trial				Trial Database
	19	Notify customer of trial failure	If trial is unsuccessful	So the customer can make an informed decision on whether to continue				
	20	Recommend any changes that might result in a successful trial	Trial is unsuccessful	So the customer can make an informed decision on whether to continue				
	21	Log trial results in the Trial Database	When trial results have been determined	To add information to the trial				

Appendix D – Supply Chain Documentation

D.1 Sales and Operational Planning

F2C PROCEDURE

1. Purpose

To document the meetings that occur as part of the Sales & Operational Planning (SOP) cycle

2. Scope

This procedure covers all major meetings in the SOP cycle

3. References

None

4. Procedure

4.1 Production Planning Meeting

To be held each morning.
The goal is to review any changes made as deemed necessary from the review of the forecast conducted by the Supply Chain Manager. Review finite schedule and any disruptions to plan and to finalize the production plan to be presented to the Manufacturing & Executive SOP Meeting. Review production targets set at the previous Manufacturing & Executive SOP Meeting utilizing information determined from RCCP. This will cover all short term planning including the actual scheduled jobs while keeping medium term planning in focus to be finalized at the Manufacturing & Executive SOP Meeting
Section 4.1.1 details the attendees and agenda.

4.2 Manufacturing & Executive Sales & Operations Planning Meeting

To be held on or about the Friday of the last week of the month.
The goal is to review the final production plan and RCCP in relation to critical resources and capacity to make informed decisions regarding manning, equipment and operations. This covers the immediate medium term future from 1-3 months to ensure that demand and operations are in alignment and review the production plan for the medium term horizon. Review the RCCP by department and by machine for demand and capacity from 1-24 months to develop the long term plan.
Section 4.2.1 details attendees and agenda.

4.1.1 Production Planning Meeting

Attendees	Supply Chain Manager Production Planner Operations Manager Department Managers

Agenda

1. Review completed product.
2. Review finite schedule and any disruptions to plan.
3. Review production targets set at the previous Manufacturing & Executive SOP Meeting.

Responsibilities

- All attendees are responsible for on time attendance or indicate their intended absence by notifying a member of the meeting prior to the meeting

4.2.1 Manufacturing & Executive Sales & Operational Planning Meeting

Attendees

Supply Chain Manager (Chair)
General Manager QLD
Operations Manager
Commercial Manager
Department Managers
Sales Manager

Agenda

1. Review minutes from last meeting and the action plan produced
2. Review of Sales & Demand review data by Supply Chain Manager
3. Review KPI Data including DIFOT, Disruptions & Forecast Accuracy. Action plans are devised as necessary
4. Review of Inventory Model/Plans, including historical SOH figures, targets and action plans as appropriate. Aged Stock breakdown is also included for review
5. Review of load by department, including action plans and comments
6. Impact and timing of new equipment
7. Determine resource requirements to meet the CRP
8. Recommend action plans to SOP Executive as appropriate
9. Document assumptions
10. Review of meeting and set production targets for the following month

Responsibilities

- All attendees are responsible for on time attendance or indicate their intended absence by notifying a member of the meeting prior to the meeting

  Department Managers
  - Prior to meeting review departmental activity for previous month and be prepared to report potentially abnormal production or labour issues

  Supply Chain Manager
  - Ensure SOP Meeting Summary is updated as required with the data provided by the Production Planning Meeting
  - Ensure forecast is reviewed and RCCP is up to date for all the horizons

- A nominated individual is responsible for keeping a record of the items discussed and the actions decided upon, and then documenting these in the Executive SOP Meeting Minutes to be distributed to all attendees and any others as deemed necessary

D.2 Production Scheduling Policy

F2C PROCEDURE

1. Purpose

To define the business policies directly affecting the effectiveness of scheduling at Amcor Flexibles Acacia Ridge

3. Scope

This document covers:

- Supply Chain Business Model
- Master Production Scheduling
- MTS, MTO & MTA Environment
- Item's Status
- Order Protocols, Account Management Procedures & MRP Parameters
- Scheduling Zones & Short Lead Times
- Campaigning
- Manufacturing & Sales Responsibilities
- Performance Measurement

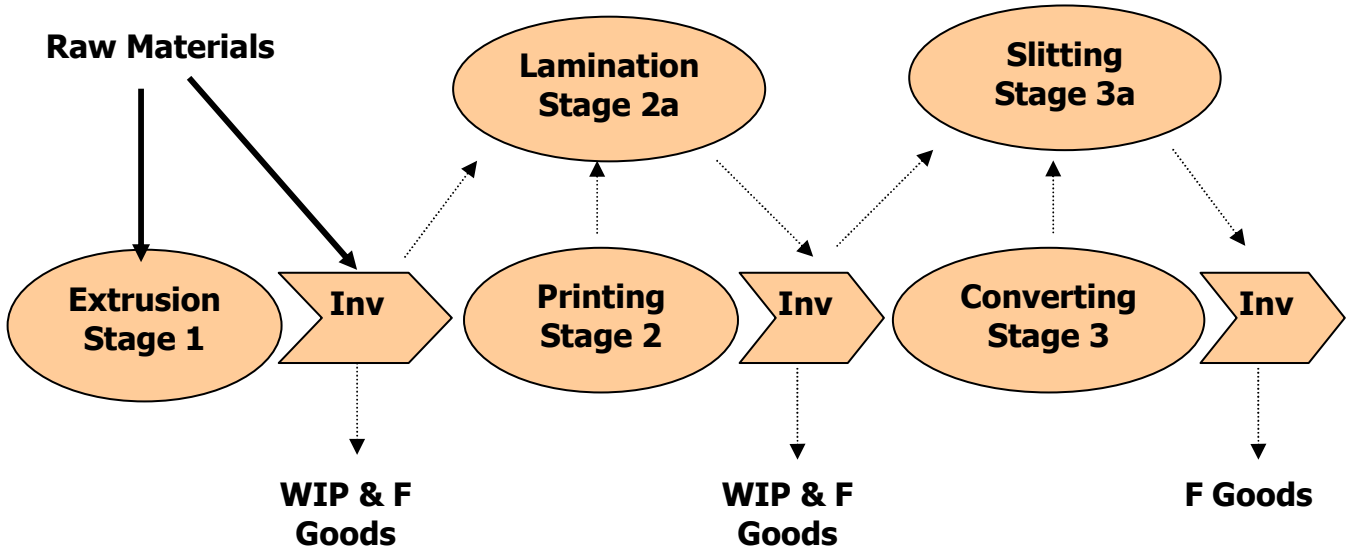
3. References

- Inventory Policy
- SOP Policy
- Account Management Procedures
- MRP Parameter Table

4.1 Supply Chain Business Model

A departmentalised multi-stage queue and batch MRP model has been selected for Acacia Ridge because of:

- The waste minimisation benefits of sequencing on like transition criteria, particularly at the Extrusion and Printing stages
- The capital cost and reduced manufacturing efficiency associated with any transition to any form of cellular or production line manufacturing
- The complexity of routings between work centres
- The dissimilarity of item transition criteria at Extrusion & Printing resulting in these stages cycling out of phase
- The dissimilar production rates of work centres
- The fact that finished goods can exit from any of the three stages
- The fact that some Raw Materials enter straight into the Inventory and can now be Printed, Laminated or Slit into finished goods without going through any other stage
- The number of finished good items
- The requirement to hold safety stocks at all BOM levels, the one to many relationship that can exist between items, and the complexity of lot sizing rules



4.2 Master Production Scheduling

The production rate for each RCCP family will be determined from the RCCP worksheets each month. These anticipated capacities will form the target values for the month. These targets will be reviewed daily together with machine performance at the production planning meeting. Targets may be adjusted in line with changes in demand.

4.3 MTS, MTO & MTA Environment

The master-scheduling environment is a make-to-stock, make-to-order and make-to-authority without safety stock. Final assembly scheduling is not relevant. Make-to-stock, make-to-order and make-to-authority procedures are used which are listed below

- MTS - Make To Stock
  Requirements are entered into the forecast module and inventory is manufactured awaiting a call-up
- MTO - Make To Order
  Receipt of a Purchase Order triggers requirements being entered into the order entry module with sufficient lead-time for the sourcing of raw materials and manufacture of product. Dispatch occurs upon the initial agreed date
- MTA - Make To Authority
  Authorisation is received from the customer prompting the requirements being entered into the forecast module and inventory is manufactured. Dispatch occurs when a call-up is received.

4.4 Item's Status

Items will be active, obsolete, make to order or make-to-authorisation. The status of an item can be identified from the item name's that will include any the following as necessary:

Active	no additional code in item name
Obsolete	X included at the beginning of the item name
Make To Order	MTO used as the planner code
Make To Authorisation	MTA used as the planner code

Active items can be released by planning or customer service for manufacture without additional authorisation.

Obsolete items can not be released by planning or customer service for manufacture. Only customer service can release a job if the customer requests the item be done 'one last time'. This approval is given via fax or email. All obsolete items will be obsolete as detailed in the Obsolete Item procedure as part of the Quality Procedures of this site.

Make to authorisation items can only be released by customer service when authorisation is given from the customer via fax or email. Only the required run length covered by the authorization will be run.

Make to order lines can only be released by customer service when authorization is given from the customer through a firm purchaser order.

Only the required amount is run, in keeping in line with minimum run quantities.

4.5 Order Protocols, Account Management Procedures & MRP Parameters

There is a recognised link between the order protocols established with the customer and the Order Protocol Summary table. A change to the order protocols may require a review of the Order Protocol Summary table.

All accounts will have Order Protocols detailing the supply chain business rules between AFA Acacia Ridge and the customer.
All accounts will have protocols, if applicable covering

- Product Details
- iRep Usage
- Made To Environment
- Order Format
- Forecast Management
- Lead Times
- DIFOT Management
- Minimum Order Quantities
- Short Lead Time Requests
- Transport

The protocols may exist as part of the main contract with the customer or be a stand-alone document. These protocols will be accessible to all Customer Service and Supply Chain Personnel and shall be audited for accuracy at least once per year.

Planning will maintain a table of the MRP parameters necessary to support the Order Protocols. This table will provide the guidelines for all new items. See the MRP Parameter Table.

Further support to this is the New Item process, where the Supply Chain Team provided information on days supply, lot size etc per item through the use of a Forecast 2 Cash attachment.

4.6 Scheduling Zones & Short Lead Times

A critical zone is noted, the frozen zone.

The frozen zone denotes that period very close to the time of manufacture for which any re-planning cost escalates because material has been issued, plates mounted, inks formulated, cores cut etc. Scheduling changes to the frozen zone must be authorised by the General Manager, Commercial Manager, Supply Chain Manager or Department Manager.

The frozen zones for each department are

- Extrusion 24 hours
- Printing 24 hours
- Lamination 24 hours
- Converting 24 hours
- Slitting 24 hours

The following is the standard lead times required by all customers, except when superseded by their customer protocol.

Repeat Items	
From Stock	3 working days
Not Printed	15 working days
Printed	15 working days

New Items	
Not Printed	15 working days
Printed	15 working days

A breach to the slushy zone is any order received less the above leadtimes and is recorded as a short lead time.

4.7 Campaigning

Campaigns to be run will be in alignment with the Inventory Policy. This policy establishes the best balance between reducing inventory cost and increasing manufacturing efficiency.

Planning, in conjunction with the department, will schedule jobs in the most effective sequence to minimise set up cost while ensuring on-time delivery. However to ensure alignment with order protocols and that call ups are meet, campaigns will not override the customer requirements.

4.8 Manufacturing & Sales Responsibilities

Manufacturing has the following responsibilities

- Ensure that there is sufficient labour to produce the monthly target production volume
- Make to the agreed sequence on the schedule
- Make to the exact qty unless advised to run out available WIP
- Advise **all** under runs and over runs greater than 10 % promptly
- Advise of any delay or sequence change to any job through morning meeting
- Ensure inventory transactions are recorded promptly and accurately
- Seek to continuously minimise manufacturing disruptions to the schedule

Customer service and account managers has the following responsibilities

- To provide the best possible forecast with realistic reviews whilst on the program for both quantity and time
- Seek to continuously minimise sales disruptions to the schedule
- Provide the best possible visibility of new items, new business, or promotions
- Maintain the planned jobs associated with their customers

4.9 Performance Measurement

Any measures will be undertaken monthly regarding the performance of Scheduling. This information will be reported in the Forecast 2 Cash Scorecard at the Manufacturing & Executive Sales & Operations Planning Meeting.

D.3 Inventory Policy

1. Purpose

To define the standard inventory policy to be implemented at Amcor Flexibles Acacia Ridge. It describes the procedures followed in regards to purchases and transfers of goods between sites and outside processes.

2. Scope

Applies to all levels of inventory including:

- Work In Progress (WIP)
- Finished Goods (FG)
- Materials Received From Suppliers
- Pallets

3. References

None

4. Pallet control

4.1 Interstate

It is the policy of Amcor Flexibles Acacia Ridge (Brisbane) to transfer all pallets carrying interstate freight on to the account of the customer or the transport company. Once the pallets have left the site, it becomes the customer's responsibility to take any issues up with the transport company. Any issues at the receiving end remain issues between these two parties. The pallets are managed and transferred using Chep Mate.

4.2 Local

It is the current policy to allow pallet exchanges for local deliveries. It remains an objective to transfer these pallets onto the local freight provider.

4.3 Stock Control

A physical pallet count is to be completed every two weeks by the Internal Stores Supervisor and Distribution Coordinator and reconciled with the Chep account, via Chep Mate

5. Stock Control

Due to the nature of the business, a geographic method cycle counting plan has been implemented. The stocks are counted at different time intervals due to the movement and processing of different materials at different stages of manufacturing. It is for this reason that sub assembled

goods are required to be counted more frequently as they are handled repeatedly as they go from one stage to the next. Undertaking the stocktakes is the combined responsibility of the Plant Accountant, Internal Stores Supervisor and the Distribution Coordinator respectively. The regularity of counts for the different products is as follows:

Raw Materials	Monthly Stocktakes
Sub Assemblies	Fortnightly Stocktakes
Finished Goods	Monthly Stocktakes

6. Work In Progress/Finished Goods

Jobs will only be raised for amounts that do not exceed the customer specified holding stock levels (in their Customer Protocol) or where covered by a call up. This policy will be followed across all goods levels to ensure slow stocks are kept to a minimum.

7. Slow Stocks

Slow stocks are stocks that have been in the warehouse for over 3 months. The Supply Chain Manager is responsible for monitoring slow stocks. They will be reviewed regularly with a list being distributed to each of the key personnel. The personnel will be aware of this list and where possible seek to reduce the level of slow stocks on hand.

8. Quarantine Inventory

Items that have been identified as incorrect or unsaleable will be placed in the hold area, marked appropriately and the Quality Department notified. Quality will monitor quarantined items and consult with the applicable personnel to decide on appropriate actions for the items.

9. Materials Received From Suppliers

The ordering of substrates and other speciality films is the responsibility of the Purchasing Manager. Orders will be made to cover anticipated and actual requirements up to four weeks in advance. Some materials will be kept at the suppliers location until a call up is received, while others will be sent immediately. When films are received on site they will be receipted into stock by the Internal Stores Supervisor, and be relabelled to conform with the sites labelling system. They are then treated the same as internal materials.

The ordering of resins and masterbatch is the responsibility of the Extrusion Manager. Resins and masterbatch are ordered regularly throughout the month, with some material being stored on site and others

being stored elsewhere waiting for a call up. Once received the materials are booked into Syteline to ensure tracking.

10. Over Run Policy & Tolerance

Due to the potential for obsolete stock and risk exposure production must always endeavour to keep over runs to a minimum. Each department has an over run tolerance of 10% of the total run. E.g. if a print run is scheduled for 20,000metres, the maximum allowable over run would be 2,000metres.

All overruns are reported by planning to production during the Production Planning meeting, for investigation and action to be taken. The action is determined by the Operations Manager and appropriate Department Manager.

D.4 KPI Recording

1. Purpose

To define the KPI data that is recorded monthly for the F2C Scorecard and how each of the measurements are calculated

2. Scope

Applies to all KPI figures on the scorecard, including:

- DIFOT
- Crash Ins And Short Lead Times

3. References

Scorecard Recording Database Manual
DIFOT Policy
Order Protocol Summary Table

4. Measures

4.1 DIFOT

DIFOT is captured via the report in Syteline that calculates DIFOT based upon the Promise Date to the customer. It is measured for the top 5 accounts and overall.

4.2 Crash Ins & Short Lead Times

Crash Ins are any customer driven disruptions to plan that affect the frozen zone.
Short Lead Times are any customer requirements that are requested shorter than the required lead time as defined in the Order Protocol Summary Table.

D.5 DIFOT Policy

F2C PROCEDURE

1. Purpose

To define the policy to be followed for the entering of orders and the modification of dates as they relate to DIFOT

2. Scope

Covers all purchase and customer orders received at Acacia Ridge

3. References

Order Protocol Summery Table

4. Procedure

There are two dates that are entered during a customer or purchase order, the Promised Date and the Due Date.
The Promise Date refers to the date that the product is required by at the latest. This date must be at least greater than the required lead-time, otherwise a Short Lead-Time Request/Crash In should be recorded.
The Due Date is the earliest date the customer has requested the item.

Note that the Due Date is the field that is used by Dispatch to create the pick list for each day's orders.

During the entering of an order the operator will specify the Promise and Due dates. The Promise Date will be a date after the sufficient lead-time and the Due Date will be the date requested by the customer. After initial entry the modification of these dates will be as follows:

Due Date
- Changeable without consultation with customer, providing it doesn't exceed the Promise Date

Promise Date
- Only changeable after consultation and agreement with customer. This date is the basis of the DIFOT figure, and as such shouldn't be changed without this authorization

For the purposes of the Planner, the note on the job should be set to the Due Date, while the MRP End Date (Due Date on the plan) will be set to the Promise Date.

D.6 Demand Policy

1. Purpose

To define the policy in place with regards to forecasts and the modification, entry and maintenance of these forecasts. A key objective is customer collaboration.

4. Scope

Applies to all forecasts in the system

5. References

Order Protocol Summary Table

6. Procedures

4.3 Forecast Entry

For all active items, forecasts will be entered into the system based upon historical sales data, with information gathered from marketing meetings and account managers used also. Forecast can also be based upon supplied schedules and jointly agreed forecasts. The frequency of the forecasts will depend upon the account and is listed in the Order Protocol Summary Table. In general, the first 12 weeks are provided as a weekly forecast. The horizon of the forecasts will be till the end of the next year (ie October 2004 mean forecasts in till December 2005). This will ensure 12 months of data is available at any one time.

Entry of forecasts is done either manually via the Syteline Forecast module, via the Forecast Review Assistant spreadsheets or via spreadsheets that are uploaded into Syteline.

4.4 Forecast Maintenance/Modification

Continual forecast maintenance will be done, as well as a major review of each account on a monthly basis. This is to be conducted and managed by the Supply Chain Manager. Planning and customer service personnel are able to modify forecasts as necessary. Sales personnel are to provide information to customer service that may significantly effect the forecasting of an item/account. This includes new designs, deleted lines, product loss, increased orders, etc. Any new business or new product queries are to be discussed with the relevant Sales personnel and considered when maintaining the forecast. Promotions and trials are to be included in the forecast but since they are generally entered into the system these are usually incorporated automatically. Any promotion not entered into the system is to be discussed with the Technical Manager for consideration of the impact relating to the forecast.

Forecast alignment will be done on a continually basis, though the use of the MRP screen and the FRE spreadsheets. Forecast removal will be done by the Supply Chain Manager at the end of the month as necessary.

4.5 Demand Reviews

Demand reviews of major accounts will be conducted with the customers if possible. In the absence of a customer review or supplied review, reviews will be conducted by the Customer Service Coordinator and the Supply Chain Manager. Information and queries raised will then be directed to the Account Manager for discussion with the customer as appropriate. The frequency of promotions and trials is to be monitored and any increased or decrease in these activities may require a review of forecast.

4.6 Demand Time Fence Management

Forecast information includes actual orders as well as predicted orders. Because of the nature of the business, MTO forecasts may fall into the slushy zone if no consumption exists which creates FOAM. These FOAMs are managed on a continual basis by the Production Planner and Supply Chain Manager to move any forecasts outside the slushy zone as to not cause short lead time requests and increase forecast consumption accuracy. A review of the forecast consumption is to be conducted monthly by the Supply Chain Manager to ensure the forecast is accurate.

4.7 Order Management

After the order has been entered into the system, a print out of the order screen will be either faxed or e-mailed to the customer as a confirmation depending on how the customer sends orders. If the customer uses iRep an automated message will be sent to them confirming their order has been entered into the system. Refer to the Order Protocol Summary Table for details on lead times, iRep use, order format, DIFOT, etc. once the order is processed, it becomes an active item and forecast consumption occurs.

D.7 Vendor Management Policy

1. Purpose

To define the policy with regards to suppliers and the protocols established between them and Amcor Flexibles Acacia Ridge.

7. Scope

Applies to all suppliers with emphasis on major long term suppliers

8. References

Inventory Policy
Supplier Protocols

9. Supplier Planning and Control

4.1 Supplier Protocols

Protocols are established and agreed upon between AFA Acacia Ridge and the supplier. These protocols are listed in the supplier protocols or in a contract established between the sites or both.

Supplier protocols will include, if applicable

- Product Details
- Forecasting
- Lead Times
- Delivery Tolerances
- Review Management

The protocols are accessible to all Purchasing and Supply Chain Personnel and shall be audited for accuracy at least once per year.

4.2 Lead Times

Standard lead times required by suppliers will in general be 12 weeks for off shore suppliers and 2-4 weeks for local suppliers. This is only a guide and the actual lead times will be established with the supplier upon forming a contract with them. New items and new suppliers may require a slightly extended lead time.

4.3 Forecasting

All the materials needed are displayed in the MRP system, SyteLine. The inventory is forecasted to give an idea of expected usage of the material for the coming year. From that, the estimated stock levels can be determined and the time and quantity when a replenishment of stock is

required can be seen. This information can be provided to the supplier on request but in general the supplier has a good past history of orders and can do its forecast off of that. For new suppliers, expected order quantities can be generated by using SyteLine to give a print out of the expected usage.

In general, orders for major suppliers are placed monthly to create an on going rotation of stock. To determine order quantities, the forecasts in SyteLine are used and this ensures that stock levels for all raw materials are maintained at a reasonable level.

4.4 Order Receipt

On receipt of the materials a DIFOT analysis is to be done and any discrepancies are to be noted and passed on to the Quality Department for the appropriate NCR's to be recorded. The Technical Department will discuss with the supplier to resolve any issues regarding the material supplied. For material handling, refer to the Inventory Policy.

4.5 Supplier Reviews

A review of major suppliers is conducted according to the supplier protocols. Aspects reviewed will include delivery, quality, etc. Any issues that are raised are to be discussed with the local contact of the supplier as necessary.

Appendix E – Order Protocol Summary Table

ORDER PROTOCOL SUMMARY - MAY 2009

CUSTOMER	Comments	Account Coordinator	Account Manager	IRep	Contract End Date	Make to	Order Format	Forecast Frequency	Forecast Format	Review Feb-09	Leadtimes New Item	Leadtimes Curr Item	DIFOT Target	DIFOT Time	DIFOT Quantity	SMS Days	# MTA's Per Item	# SLT's Per Year	Minimum Order Qty	Despatch Cycle	Leyton's Comments
Aab Holdings(pegasus)		Janice McKeown	Rick Wretham	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Allied Mills											15 WD		95%		+ or - 10%						
Amcor Closure Systems		Leyton Bright									15 WD		95%		+ or - 10%						
Australian Food Corp P/L		Janice McKeown	John McDonald	No		MTS	Fax	Weekly			15 WD	3 WD	95%		+ or - 10%						
Baiada Poultry		Janice McKeown	Rick Wretham	No		MTS	Fax	Weekly			15 WD	3 WD	95%		+ or - 10%						
Bartter		Brenda Myles/Char									15 WD		95%		+ or - 10%						
Big Sister Foods		Brenda Myles	Haydyn Bevis	No		MTO	email				15 WD	15 WD	95%		+ or - 10%						
Bowe		Brenda Myles	IN HOUSE	No		MTO	email				15 WD	15 WD	95%		+ or - 10%					On call up	
Brisbane Private Hospital		IN HOUSE									15 WD		95%		+ or - 10%						
Bundaberg Sugar - Corp		Brenda Myles	Bruce Astill	No		MTO	Fax	Monthly	Fax		15 WD	15 WD	95%		+ or - 10%						
Butch Pet Foods		Janice McKeown	Warren Mitchell	No		MTS	email	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
Cater & Spencer Nth QLD		Janice McKeown	Ezio Passalacqua	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Chilled Foods		Janice McKeown	Ezio Passalacqua	No		MTO	Fax	Weekly			15 WD	15 WD	95%		+ or - 10%						
Coca Cola Amatil NZ											15 WD		95%		+ or - 10%						
Colbar Qsr Pty Ltd											15 WD		95%		+ or - 10%						
Colderice											15 WD		95%		+ or - 10%						
Colgate-Palmolive Pty Ltd		Janice McKeown	John McDonald	No		MTO	Fax	Weekly			15 WD	15 WD	95%		+ or - 10%						
Colorado Group Limited											15 WD		95%		+ or - 10%						
Convenience Foods P/L		Janice McKeown	Ezio Passalacqua	Yes		MTO	iRep	Weekly			15 WD	15 WD	95%		+ or - 10%						
Cool Blue Ice Supplies											15 WD		95%		+ or - 10%						
Covino Farms Produce		Janice McKeown	Ezio Passalacqua	No		MTO	Fax	Monthly			15 WD	15 WD	95%		+ or - 10%						
Cripps Nubake Pty Ltd		Brenda Myles	Haydyn Bevis	Yes (some)		MTO	iRep/Phone				15 WD	15 WD	95%		+ or - 10%						
Davies Bakery		Brenda Myles	Terry Henderson	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
E-Quip Closures											15 WD		95%		+ or - 10%						
Fisher & Paykel Manuf.Pty											15 WD		95%		+ or - 10%						
Food Partners		Janice McKeown	Bruce Astill	No		MTS	Fax	Weekly			15 WD	3 WD	95%		+ or - 10%						
Forth Farm Produce P/L		Brenda Myles	John McDonald	No		MTO					15 WD	15 WD	95%		+ or - 10%						
Fresh Exchange		Janice McKeown	Rick Wretham	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Fresh Produce Group		Janice McKeown	John McDonald	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Fresh Start Bakeries		Brenda Myles	Mitchell McDonald	No		MTS/MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Freshline Machines Pty											15 WD		95%		+ or - 10%						
Freshpac Foods		Janice McKeown	Ezio Passalacqua	No		MTO	Fax	3 monthly			15 WD	15 WD	95%		+ or - 10%						
Gfba - Corporate		Brenda Myles	Mitchell McDonald	Yes (some)		MTS/MTO	iRep/Fax				15 WD	15 WD	95%		+ or - 10%						
Golden Circle Ltd		Janice McKeown	John McDonald	No		MTO	Fax	3 monthly			15 WD	15 WD	95%		+ or - 10%						
Goldsteins Bakery											15 WD		95%		+ or - 10%						
Goodman Fielder Consumer		Janice McKeown	Mitchell McDonald	No		MTS	Fax	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
Gsf Australia		Brenda Myles	Rick Wretham	No		MTS	email				15 WD	3 WD	95%		+ or - 10%						
Gsf NZ		Janice McKeown	Warren Mitchell	No		MTS	email	Weekly			15 WD	3 WD	95%		+ or - 10%						
Gwf - Top Taste Cakes		Brenda Myles	Greg Edwards	Yes		MTO	iRep				15 WD	15 WD	95%		+ or - 10%						
Happy Valley Ent.		Brenda Myles	John McDonald	No		MTO					15 WD	15 WD	95%		+ or - 10%						
Harvest Freshcuts P/L		Janice McKeown	Ezio Passalacqua	Yes		MTS	iRep	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
Homestyle Bakery		Brenda Myles	Ezio Passalacqua	No		MTS/MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Hydroponic Roots & Shoots		IN HOUSE									15 WD		95%		+ or - 10%						
Inghams Enterprises		Janice McKeown	Bruce Astill	Yes		MTS	iRep	Weekly			15 WD	3 WD	95%		+ or - 10%						
Kalfresh P/L		Brenda Myles	John McDonald	No		MTO					15 WD	15 WD	95%		+ or - 10%						
Key Technology		Brenda Myles	IN HOUSE	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%					On call up	
Leader Brand Produce		Janice McKeown	Warren Mitchell	No		MTS	email	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
Manildra Harwood Sugars		Janice McKeown	John McDonald	Yes		MTO	iRep				15 WD	15 WD	95%		+ or - 10%						
Manuels Potatoes		Janice McKeown	Rick Wretham	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Markwell Fisheries Ptd Lt		Janice McKeown	John McDonald	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Mattiazzi G&j.P/L											15 WD		95%		+ or - 10%						
McClymonts Holdings		Janice McKeown	John McDonald	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Meadow Lea - Corporate		Janice McKeown	John McDonald	No		MTS	Fax	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
Metro Meat - Velda		Janice McKeown	IN HOUSE	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Miranda Wines P/L											15 WD		95%		+ or - 10%						
Moraitis - Corporate		Janice McKeown	Rick Wretham	Yes		MTS	iRep				15 WD	3 WD	95%		+ or - 10%						
Nerang Park Poultry		Janice McKeown	John McDonald	Yes		MTO	iRep				15 WD	15 WD	95%		+ or - 10%						
Nestle - Gympie		Janice McKeown	Louise Morrish	No		MTS	Fax	Weekly			15 WD	3 WD	95%		+ or - 10%						
Nestle - Smith Town		Janice McKeown	Louise Morrish	No		MTO	Fax	Weekly			15 WD	15 WD	95%		+ or - 10%						
Nestle - Uncle Tobys		Janice McKeown	Louise Morrish	Yes		MTS	iRep	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
NZ Fresh Cuts		Leyton Bright									15 WD		95%		+ or - 10%						
Patties Foods		Brenda Myles	Terry Henderson	Yes		MTO	iRep				15 WD	15 WD	95%		+ or - 10%						
Peerless Holdings		Janice McKeown	Rick Wretham	No		MTO	Fax	Monthly			15 WD	15 WD	95%		+ or - 10%						
Pfeffer Rn & Hj											15 WD		95%		+ or - 10%						
Primo Moraitis Fresh		Janice McKeown	Rick Wretham	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Proffesor Conor's Inc		Leyton Bright									15 WD		95%		+ or - 10%						
Rugby Farm		Janice McKeown	Ezio Passalacqua	No		MTO	Fax				15 WD	15 WD	95%		+ or - 10%						
Sauer's Bakehouse Pty Ltd		Janice McKeown	Rick Wretham	No		MTO	email	Monthly			15 WD	15 WD	95%		+ or - 10%						
Scott Moffatt		Brenda Myles	John McDonald	No		MTO					15 WD	15 WD	95%		+ or - 10%						
Steggles Ltd - Corp. a/c		Brenda Myles/Char									15 WD		95%		+ or - 10%						
Sugar Australia Pty Ltd		Brenda Myles	Terry Henderson	No		MTO	email				15 WD	15 WD	95%		+ or - 10%						
Sundry / Misc											15 WD		95%		+ or - 10%						
Swift Australia		Janice McKeown	Bruce Astill	Yes (2 sites)		MTS	iRep & email	Weekly			15 WD	3 WD	95%		+ or - 10%						
Teys Bros - Corporate		Janice McKeown	Bruce Astill	Yes (1 sites)		MTS	iRep & email	Weekly			15 WD	3 WD	95%		+ or - 10%						
Tip Top Consolidated		Brenda Myles	Greg Edwards	Yes		MTS/MTO	iRep				15 WD	15 WD	95%		+ or - 10%						
Unifresh Processors		IN HOUSE									15 WD		95%		+ or - 10%						
Unilever Foods		Janice McKeown		No		MTO	Fax	Weekly			15 WD	15 WD	95%		+ or - 10%						
Vegco		Janice McKeown	Ezio Passalacqua	Yes		MTS	iRep	Weekly	Excel		15 WD	3 WD	95%		+ or - 10%						
VIP Petfoods		Brenda Myles	Ezio Passalacqua	No		MTS	email				15 WD	3 WD	95%		+ or - 10%						
Wickham Farms Killarney											15 WD		95%		+ or - 10%						
Woolworths - Corporate		Brenda Myles	IN HOUSE	No		MTS	Fax				15 WD	3 WD	95%		+ or - 10%						