

# Looking Outside the Box: Outsourcing Solves Regulatory Compliance Challenges

Is your regulatory compliance system efficient? What does it cost you? Outsourcing enabled this international company's relatively small group of EH&S managers to effectively push compliance responsibility down to the operating unit levels.

Menasha Corporation is one of the oldest privately owned companies in the U.S. Founded in 1849 and still owned by the descendants of founder Elisha D. Smith, Menasha today is made up of four principal companies, each of which are independently operated to serve diverse industries. These include Menasha Packaging Company (corrugated packaging), ORBIS Corporation (returnable materials handling products), Poly Hi Solidur, Inc. (polymers) and Promo Edge Company (printing).

With over 5,500 employees located in 65 facilities in 17 states and 19 foreign countries, these companies share a strong corporate vision which celebrates Menasha's 150-year heritage, values, creative passion and respect for the environment. These companies help businesses package and label their products, move them through the supply chain, and promote them to consumers in stores across the country.

## PUSHING TO THE LIMIT

In the late 1980s, tough environmental health and safety regulations were enacted in the U.S. in response to increased concerns about industrial safety on a national scale. Regulatory compliance became a challenge, and Menasha began placing their MSDSs online. This early system was "small scale, modem-based, and did not offer round-the-clock support services," according to Keith Kling, Environmental Health and Safety Manager at Menasha Packaging.

Over the next decade, pressure increased on the company's relatively small group of environmental health and safety managers and their teams to push compliance responsibility down to the operating unit levels. This eventually dictated that they look for a more sophisticated and responsive MSDS management system—one offering more extensive backup

## Industry Insight: Online Compliance Helps Consolidate, Too

The diversity of global compliance can be challenging – and costly. For example, D.A. Stuart (Warrenville, IL) provides engineered lubricants, additives, in-process and production cleaners to the automotive, steel, aluminum, D&I, aerospace, metal forming, and fabrication and forming industries through manufacturing facilities in the U.K., Germany, Canada and the U.S. The company generates nearly 4,000 MSDSs, all of which are currently authored, managed and distributed by each facility's unique solution – a compliance nightmare.

Stuart is now replacing these four disparate MSDS solutions with The WERCs® as its global MSDS solution. Besides consolidating all health and safety functions at one North American and one European location, this will advance data integrity and increase the efficiency in authoring, managing and distributing MSDSs. Most importantly, centralizing all data helps Stuart effectively meet global regulatory requirements.

The new system allows global access to all of Stuart's MSDSs via the company's intranet – which improves their customer response time. The company has already completed implementation in the U.K. and is moving on to Canada, then the U.S. and Germany.

The 3E HazMat Mission Control Center provides hazardous materials information management and emergency response services for regulatory compliance to EH&S managers at over 75,000 customer sites around the world.

services, reliability and ease of use. Their existing internal system had reached its limit, and they had to think outside the box for answers.

## LOOKING OUTSIDE THE BOX

The company began investigating outsourcing solutions as a means of regulatory compliance. Changing over the system was enthusiastically endorsed by all four of Menasha's principal companies as well as the corporate headquarters. Many Menasha plants with regional EH&S responsibilities were more than ready to use the instant accessibility provided through outside services.

Menasha brought 3E Company (Carlsbad, CA) on board in late 1999 after completing an extensive analysis of various solutions and outsourcing options available at the time. "We chose 3E for its ease of use, strong customer service capability and solid environmental management experience," says Kling. "We wanted to phase out the need for keeping multiple copies of MSDSs at each plant. Their Online®-MSDS service enables us to access MSDSs for our inventory whenever necessary, 24/7/365."

The intuitive capabilities of the system and the training by 3E were crucial. "Our EH&S positions are usually part-time or temporary, with a 15% turnover rate," explains Kling. "On top of that, with significant staff reductions there is no one available to help with training, so our EH&S managers now rely heavily on the online training modules. A new employee can sit for an hour at a terminal and gather the knowledge and skills necessary to work safely and productively in any of our plants. We even do online regional group training along with a conference we hold every year and a half."

Though the transition from Menasha's internal system to the MSDS On Demand and Online services was challenging, operations remained relatively smooth. For example, ORBIS Corporation (Oconomowoc, WI) is a multinational Menasha subsidiary that provides plastic reusable packaging solutions. ORBIS operates in a lean manufacturing environment, with only one environmental employee. The EPA and OSHA do not consider one person to be adequate EH&S management for a 950-person organization involved in the materials handling business, so 3E provides the support necessary to maintain compliance at the individual sites.


"At first, if there were compliance questions or mishaps at Orbis, employees would contact me, then I would call 3E," remarks Kling. "Now employees are perfectly relaxed calling 3E directly. In fact, 3E is completely enmeshed in Orbis's compliance program."



The instant response capabilities of the new system have resulted in significant cost savings and manpower reductions overall. However, Kling stresses that "there was also a parallel need to educate and change traditional mindsets of longtime employees in order to optimize use of the system."

He cites the example of one Menasha packaging plant in Iowa that was experiencing issues with low levels of 1,4-dichlorobenzene, a chemical agent. Kling researched similar cases through his outside service and suggested the plant remove certain materials and re-test. The problem was resolved, but perhaps even more importantly "it proved to be an object lesson. We discovered we had quick response capabilities. I solved the problem for them by phone in less than 15 minutes. Getting online was easy . . . and it stimulated a new process for me to help our employees collect accurate inventories of their chemicals."

## EH&S EFFICIENCY + EFFECTIVENESS

By thinking outside its traditional internal compliance box, Menasha now uses 24/7/365 instant access from anywhere, by phone or online, to resolve compliance issues across the globe. The outsourcing capability allows more efficient and cost-effective regulatory compliance of Menasha operations as the company improves its advanced and progressive approach to environmental health and safety. 

## FOR MORE INFORMATION

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