

Papeteries de Mauduit

Quimperlé, France

Reference

Papeteries de Mauduit manufactures and processes thin, lightweight paper. The company is part of the North American group Schweitzer-Mauduit International, one of the world leaders in cigarette paper and listed on the New York Stock Exchange. Most of the paper is destined for the tobacco industry, as well as “technical paper” used to make products as diverse as batteries, teabags, and laminate flooring.



The group has ten factories worldwide, in Europe, Asia and the US – including three in France.
The Quimperlé site (Brittany) is the largest in France, employing 620 of the group’s 1300-strong workforce in France. Some 500 people work in the factory, and another 120 in support functions such as finance, management, human resources and so on.
Since it was bought by Joseph de Mauduit in 1855, the history of Papeteries du Mauduit has been bound up with the industrial history of Quimperlé and that of Brittany as a whole.

Back to the roots

The renovation and redevelopment project for Papeteries de Mauduit embodied a wide-ranging and ambitious programme, including a desire to give the group’s employees better working conditions, as well as bringing together the Quimperlé staff on a single site (previously spread across five different locations), improving staff competitiveness – and placing a fresh emphasis on the site’s historical significance.



Indeed, immediately adjacent to the factory in Quimperlé lies a partially abandoned historic building dating back to 1920, with a dressed stone frontage featuring Art Deco flourishes. In addition, 800 metres from the factory on a raised plateau known as “Kermilin”, there are three other buildings.

These were home to the Engineering Group and Supply Chain Europe departments, along with other support services including finance, accounts, legal, sales and IT; in the absence of any real industrial planning, however, these facilities were not being used to their full potential. The largest of the three, an administrative building with some 2000m² of space in all, dates from 1976 and is known as the ‘new administrative building’ (nouveau bâtiment administratif, NBA) as opposed to the 1920s building.

All this led to major changes being envisaged in order to comply with recent environmental standards, achieve better control of maintenance and energy costs, and above all improve user comfort. The idea was to work together with staff to develop a full-orbed project and improve their working conditions.

It was decided to renovate and extend the historic building and locate all the Brittany-based staff there, making it the link between factory employees, administrative departments and support functions. The location was envisioned as a workspace, a meeting place – and a link to the firm’s roots.

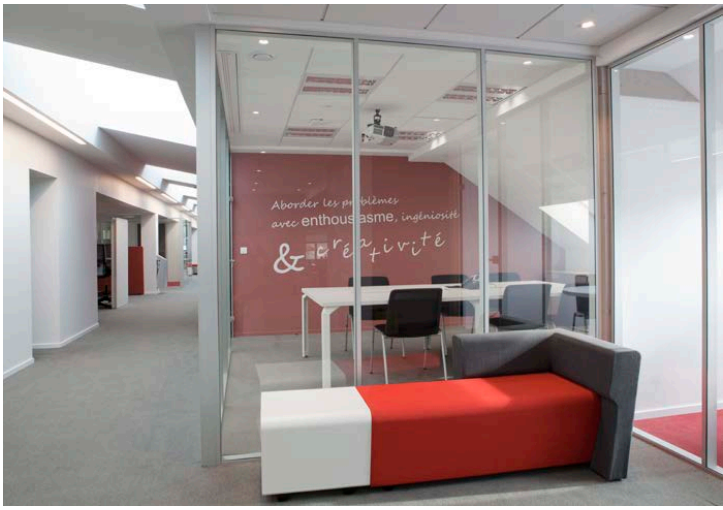
Breaking down physical and mental barriers, and creating transparency

A number of working groups looked at issues including how various people worked, the methods they used, the type of organisation sought, and how the company and group might develop in the years to come. These work groups brought together technical and operational departments alongside national and international senior management to ensure a successful outcome to the project.

The discussions gave rise to a number of questions: how could teams work together whilst bearing in mind personal affinities? How could client requests be better taken into account? How could the firm become more offensive on the market? The overall answer to these and other questions turned out to be “breaking down barriers”.

Physically, an open-space environment was preferred, as well as transparency within each area; and too, there was a move to break down psychological barriers by creating more interaction between different teams.
The real challenge in this outfitting project was therefore just as much organisational as it was technical.

Zoning of space was designed by the space planners in charge of the project, working with architect Jean-François Lamour. Priority was given to the concept of shared spaces.





A trip well worth making

The project took a major step forward during a meeting with furniture makers Haworth in 2012.

“We visited the Haworth showroom at 101 Boulevard Murat in Paris, and immediately knew that it had just the layout we were looking for. We were able to discover and familiarise ourselves with the solutions and how they operated in a real-life setting – and came back having learned many lessons,”

Christophe Jaffre, head of operational excellence at the site and in charge of the development project.

Haworth worked with Papeteries de Mauduit to review the original layout in collaboration with the project architect, and look at how to install the various spaces.

“Working together” quickly became the core component of this outfitting project. “The issue was not merely one of buying new furniture – but of creating new workspaces,” explains Mr Jaffre.



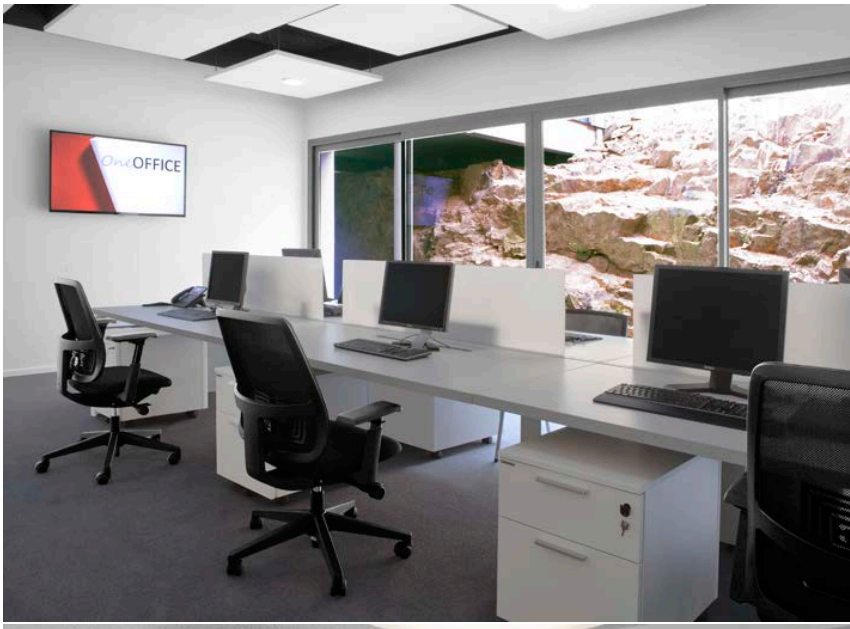


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Space with a capital S

The new space planning was designed to emphasise openness, transparency, and a high degree of flexibility, so as to improve communication between the various departments. *"Haworth were very attentive, monitored progress very closely and contributed to very fruitful discussions,"* concludes Christophe Jaffre.

The staff in each department still work alongside each other, but in open spaces with bench systems serving four, six or ten people, featuring low partitions and glass partitions to delineate where one department stops and another begins. Furniture manufacturer Haworth 's Epure range (Design: Emmanuel Dietrich) was chosen for its simple lines and self-supporting surfaces, along with Vados modular storage and filing systems (Design: Haworth Design Studio) for their flexibility and wide range of possibilities (local storage, meeting points, acoustic dividers, partitioning, etc.).



The theme of transparency is also reflected in the choice of materials and colours: white for the walls and furniture, along with grey and black for the floors. A touch of colour is provided by plum-coloured highlighting on the collaborative furniture.

The outfitting also includes Comforto 29 office chairs (Design: Haworth Design Studio) – recently honoured with a 2013 Reddot product design award – and items from the LTB range (Design: LeTéo&Blet), which recently won a Best of Neocon Gold award and the Archi Design Club prize in the "waiting room chairs and furniture" category, along with MeetYou partitions to divide up the space.



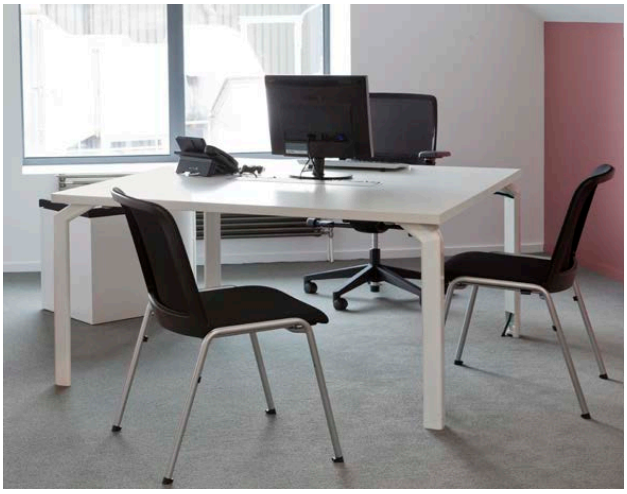
Seating from the LTB range has been used for almost all the workspaces: in all the offices where executives and managers chose it, in break and recreational areas, the sales team space, and so on – illustrating the extent to which discussion and collaboration are central in the users' list of needs.

Many other spaces, destined for everything from collaboration to private meetings, have also been created – including the 100m² café area shared by all departments.



Inaugurated by the SWM group's World CEO in June 2013, the facility has been universally acclaimed by all users.

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Key figures

- Number of workstations: 110
- Number of occupants / Group employees: 620 out of a total of 1300 for the group in France: some 500 people work in the factory, another 120 in support functions.

Products

- Epure desks and tables
- Comforto 29 task chairs
- Vados storages
- LTB lounge furniture
- MeetYou partitions
- Audience meeting tables

Project benefits

- Better working conditions
- Enhanced collaboration
- The historical aspect of the project
- More fluid communications.

Schedule

- Commencement of works: October 2011
- End of works: June 2013
- Move in: June 2013
- Total space concerned (m^2) 2040 m^2

Client project team:

MM. Christophe JAFFRE, Fabrice PRIOUL,
Marc LE ROCH et Hervé BOURHIS

Architects :

ARMOR ARCHITECTES ASSOCIÉS :
Jacques Rosellier, Interior Architects,
Jean-François Lamour, DPLG registered architects, urban planner and heritage architect

Space-planner :

Performance aménagement - Erwan Guillet

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