

KOOIMA COMPANY BENEFITS FROM NEW SHOP FLOOR CONTROL SYSTEM

Kooima has nearly 20 flatbed lasers and over a dozen tube lasers, as well as capabilities in bending, machining, welding and assembly. With over 160 employees, Kooima is a unique job shop. We had the honor to travel overseas to implement PROPOS at Kooima Company, located in Rock Valley, Iowa (USA). By choosing PROPOS software, Kooima Company found a solution to their problem. "We needed visible control over our workload", explains Greg de Jager, CEO of Kooima Company.

"In search of a solution, we started looking at our workload and our work days as buckets. How can we fill these buckets properly? Therefore, we needed a tool that could visualize the workload and even it out over the following weeks."

BEING FLEXIBLE

"In a job shop, the only constant is change. Our work is always changing and parts can follow many different routes in our production. So for us, it is essential to have a tool that can handle these constant changes. PROPOS offers that flexibility."

HOW PROPOS HAS BENEFITED US

"PROPOS was up and running within six months. Connecting to our ERP system Epicor went smoothly. Because of the simplicity and ease of understanding, operators quickly adapted to PROPOS. From the start to the completion of the job, PROPOS provides useful information, readily available, for production decisions. We saw results after using PROPOS for about two months. We were able to decrease Work in Process (WIP) in most of the cells. With PROPOS it became a lot easier to schedule the sub-parts of an assembly to arrive together. The lead times became shorter, causing our company wide on-time-delivery performance to improve around 12% after only three months.

12% OTD IMPROVEMENT IN THE FIRST 3 MONTHS

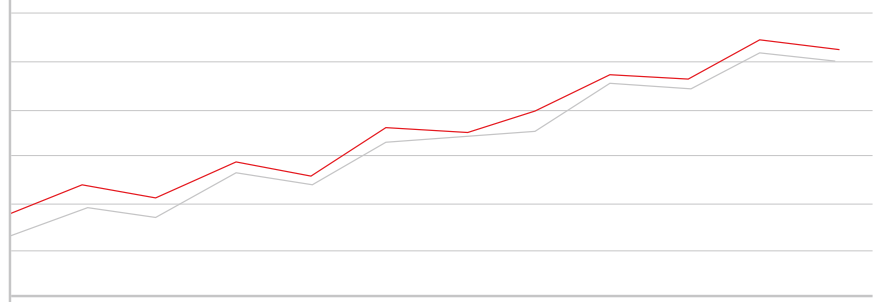


FIGURE 1: OTD IMPROVEMENT AT KOOIMA COMPANY

PROPOS offers many ways to visualize the information. For example, PROPOS shows how the WIP on the floor affects our lead times and we are able to see the upcoming 'traffic jams', which helps us to prevent a bottleneck from happening. We will continue to use that information to keep improving our processes."

PROACTIVE IMPROVEMENT

"Although we started seeing so many good results with PROPOS, there is still room for improvement. We are going to train our salespeople to use the visualizations in PROPOS to detect upcoming bottlenecks, so we can prevent them by adjusting our production hours and people accordingly. This will also help us decide how much work we can take on and not to overload ourselves. Training our sales department this way enables us to be more proactive than reactive."



WE DON'T WANT TO TELL OUR CUSTOMERS 'NO'



PROPOS SHOWS UPCOMING BOTTLENECKS



WE CAN ADJUST PRODUCTION HOURS AND PEOPLE



DIGITAL POLCA: LESS WIP AND NO MORE TAGS LOST

"Digital POLCA was one of the main reasons why we decided to implement PROPOS. We already used the POLCA cards on the floor, but managing the physical tags require much work: the POLCA tags would easily get lost, get smeared, and had to be physically put back in the slot of the upstream cells.

It was easy to work around the physical system. PROPOS Digital POLCA triggers the upstream cells automatically taking less manpower to control. It also reduces the margin of human error. PROPOS has made it very easy to apply POLCA between more operations and prevent capacity issues out on the production floor. By cross training our employees, we can move them to help in an overloaded workstation to eliminate the bottleneck.

FUTURE GOALS

Even though we just started with PROPOS, we are already thinking about how we can take it even further. Right now, we are already reaping the benefits of using PROPOS without actually changing too

LEAN WAS NOT THE ANSWER

Julian Stark, now QRM advisor at PROPOS, worked at Kooima at the time of the implementation: "We started with LEAN manufacturing in production but we soon found that LEAN was not the answer to our problems. Our production consists of high variety and low volume, and most of the LEAN tools do not fit in these types of environments.

Therefore, we implemented Quick Response Manufacturing and used POLCA to control our work in process between workstations. However, the physical tags were hard to manage and would often get lost. In my research on POLCA, I came across PROPOS with Digital POLCA and realized that this was exactly what we were looking for."

much in the settings. Our primary goal was to manage the workload. Next, we like to focus on how we can shorten our waiting times, by working with the data provided in PROPOS. We want to be able to read and understand more data, so we can make better decisions based on it, and further improve our processes."

ABOUT KOOIMA COMPANY

For 30 years Kooima® Company has been manufacturing replacement forage harvester parts, combine parts, mixer wagon knives, header adapters and more. They are an independent manufacturer of replacement parts for a variety of companies such as John Deere®, Claas®, New Holland® and Krone®. Because of this they are able to produce quality parts at competitive prices.

WWW.KOOIMA.COM