



Planning and monitoring software for manufacturing companies

CUSTOMER CASE

# PACKO INOX

*This PROPOS customer works with:*





IT MANAGER JÜRGEN NORRÉE, MANAGING DIRECTOR DANNY MAENHOUT  
AND PRODUCTION MANAGER STEFAAN VANHAUTER

**'THE WIP IS NIHIL, THE SHOP FLOOR  
EMPTY AND THE TURNOVER HAS  
NEVER BEEN SO HIGH.'**

Packo Inox from Diksmuide produces industrial pumps and hygienic components for the food industry. Quite recently, the company achieved success with its own Lean variant 'creating flow', with which they halved the lead times for the industrial pumps department. But Lean was less sufficient for the high-mix low-volume production of the hygienic components department. With PROPOS they not only want to shorten the lead time, but also guarantee the knowledge and quality: 'No more continuously putting out fires, but proactive work.'

## 8 X WHY PACKO CHOOSES PROPOS



SUPPORT WITH HIGH-MIX  
LOW-VOLUME



PROVEN IN PRACTICE



SIMPLE AND INTUITIVE



EXCELLENT ROI



SUITABLE FOR  
MS DYNAMICS 365



DYNAMIC  
ADD-ON TO ERP



SECURE KNOWLEDGE  
AND QUALITY



VISUAL MANAGEMENT

### HIGH-MIX LOW-VOLUME

Production manager Stefaan Vanhauter explains: 'The hygienic components department does not have a standardized process. We produce a high variety of parts. Each part can have a different routing, even the other way around, and in small batch sizes. There is no fixed flow. With 200 to 300 active orders per day, you need a system to manage that in the right way.' In addition, the planner left the company after years of service.

### SECURING OF KNOWLEDGE

Managing Director Danny Maenhout: 'Our production manager knew everything about hygienic components and the production steps. He was there from the start of our company. It was impossible for him to transfer all that knowledge when he left. That's why we chose to secure our knowledge with supportive software.'

IT manager Jürgen Norrée joins in: 'We started looking into PROPOS at other companies. What particularly impressed me was the simplicity of the software. It is very intuitive in use, both for the people on the shop floor and for the manager. But also, the price was very attractive. In addition, we will soon be switching to MS Dynamics 365. That's why we wanted a system that can be linked to any ERP package.'

### MINDSET CHANGE

'The implementation of PROPOS went smoothly,' continues Norrée, 'partly because PROPOS already had a link for MS Dynamics. In addition, you are busy

with change management. We first focused on the quick wins, so that we could show people why we are changing. PROPOS achieves significant results quickly, the floor immediately noticed that.'

'Looking back, we had more fear than necessary,' says Maenhout. The screens are user-friendly and the people were highly motivated. They also quickly noticed that the work became easier and more fun for them. However, it required a different mindset. We used to keep a lot of inventory, now we only produce on demand. It can happen that you produce the same article on Monday and Friday. That took some getting used to for the employees. We strive to make the work process even better, more efficient and more logical. On the floor, of course, there is faster insight into this.'

### EMPLOYEE REGISTRATION MODULE

Vanhauter: 'The employee registration module of PROPOS is a handy functionality. How long have you worked on certain orders? PROPOS provides enormous insights into performance and capacity utilization. We can make detailed analyses using that data. Is the bottleneck caused by the capacity utilization or because the precalculated touch times were not correct? With PROPOS you see this immediately, there are many reporting possibilities.'

For example, in one cell we needed an extra workstation, but in another the times had to be set differently. That's when those serious bottlenecks suddenly turned out to be solved.'





### ON THE SHOP FLOOR

Vanhauter: 'The manual welding cell was a challenge for us. So many parts came through here that we had to add racks and pallet spaces. Thanks to the analysis of PROPOS on touch time, we were able to eliminate that completely. The WIP is practically zero. We used to work with 'first in, first out', but PROPOS now calculates which order has priority. Nobody has to search anymore. The shop floor is empty and the factory is organized. The time of running and flying is over. I now walk through the factory and see at a glance on the screens how things are going.'

established route. You don't get away with workarounds. Employees did have to indicate when a route was not right in order to continue. It provides extra discipline.'

### HIGHER TURNOVER, LESS STRESS

The result was impressive, says Vanhauter: 'After six months we have gone from 52 percent delivery reliability to about 80 percent and even weeks with 91 percent, with about 1700 parts. That's great! And we link those results directly back to the people. We've already reduced our WIP by more than half in just a few months.' Maenhout nods with satisfaction: 'That's amazing in such a short time.'

But it's not just the numbers that speak for themselves. Vanhauter: 'There is so much more ease of work. The stress factor is gone. The function of the planner has changed. We are working

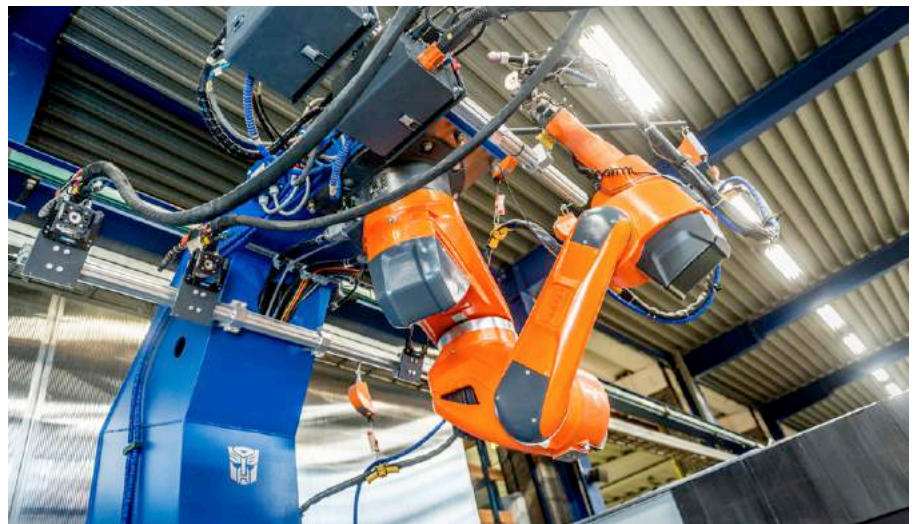
more pragmatically on the shop floor. No longer continuously putting out fires, but proactively improving processes and production routings. I can now leave the achievement of results almost entirely to the operators.'

**"There's so much more ease of work. People were busy, busy, busy, but mostly with the wrong thing."**

'I was a bit scared when I saw all those empty floors,' laughs Norrée. 'Is Packo not doing well? But we've processed a lot more orders in the last few weeks than we have before. People think: as long as I have a lot of work lying around, they know I'm busy, but that's not true. You're inefficiently busy.'

### MUTUAL DIALOGUE

'If the floor had feedback, this was quickly picked up. You have to be on top of it,' stresses Norrée. 'To do so, we had feedback sessions. The insights from PROPOS create a dialogue with the shop floor. The nice thing is that you then notice that you have an enthusiastic and motivated team with which you can constantly spar: how do they experience it, how can it be better?' Vanhauter adds: 'With PROPOS you follow the





# VISUAL MANAGEMENT

## QUALITY CONTROL AND AUTONOMY


### IN PRACTICE

#### IN 6 MONTHS

 HIGHER TURNOVER

 MORE EASE OF WORK

 DELIVERY RELIABILITY  
52% >> 80-91%

 WIP REDUCED BY  
MORE THAN 50%

#### KPIs ON THE SHOP FLOOR

Vanhauter: 'The goal is to develop KPIs from PROPOS for the planner, the shop floor and me. For example, the lead times per week in each cell, because you can work on the white space. This is less with touch time. I look at the capacity and performance of the cell on a daily basis. We start with simple KPIs and work on continuous improvement from there.'



#### CAN I TAKE THE DAY OFF?

JOERI, OPERATOR HC PREPARATION  
'It's easier to work with PROPOS. It makes our work routes better and it's handy with leave requests; you can see directly on the screen when it's busy.' Vanhauter: 'It used to be necessary to apply for leave three days in advance. Now I can see at a glance what the capacity utilisation is.'



'Our production manager turned out to spend fifty percent of his time chasing orders or putting out fires. We didn't want that any more,' explains Maenhout. 'We wanted to be busy with our human capital, to train, to manage. With data insights from PROPOS we can improve the process upstream and downstream. For this purpose we also set up a special quality cell (Q-cell), integrated in the process. In between PROPOS shows a checklist to check whether the fabrication meets the set requirements. In this way you will find out much quicker about certain defects.'

#### COMMUNICATION TOOL

'We want to use PROPOS more and more as a communication tool,' says Maenhout. 'PROPOS provides insight into the right information at the right time. For example, we have now set up a pop-up when there is a quality issue with

a component. We also want to integrate the prints and videos of the parts for visual management towards the people.'

**"Previously, quality issues were only discovered at the end of the process. With our Q-cell, the internal deviations have dropped drastically."**

Vanhauter responds to this: 'It provides self-reliance. We are ahead of potential problems with the quality cell. Previously, errors were only discovered at the end of the process. With our Q-cell the internal deviations have dropped drastically.'  
Norrée: 'That way the quality manager can immediately see where things are going wrong and say 'Come on, let's do this together once'. That way you keep improving proactively and continuously.'



#### ABOUT PACKO INOX

Packo Inox is a metalworking company from Diksmuide with a specialization in stainless steel. The company is part of the Verder Group. About 130 employees work daily on the production of industrial pumps and hygienic components for the food industry and the after treatment of stainless steel.

WWW.PACKO.COM





### HOW DOES PROPOS WORK?

Does planning and managing production take a lot of time and effort? Is your production still too much of a black box? Do bottlenecks and long lead times mean that you don't deliver to the customer on time often enough? PROPOS is a MES system for production planning and shop floor control that, linked to your ERP system, facilitates the planning and control of production processes, actively improves the flow of orders and increases delivery reliability. A better result with less effort.

PROPOS is based on principles such as Quick Response Manufacturing (QRM) and Lean Manufacturing. It has been developed in practice at a Dutch company that is leading in the field of process improvement and works successfully at production companies in the Netherlands, Belgium and the United States. PROPOS is particularly suitable for medium-sized job shop production

companies with step production and a lot of variation in orders, routes or operations. Our software visualizes the right information at the right time for the whole company. Employees know which order has priority thanks to user-friendly screens in the factory, your planner has a real-time overview and the unique insights PROPOS offers promote continuous process improvement. Is PROPOS a match for your business? Then please contact us for a no-obligation advice.

### PROPOS PROVIDES:

- Shorter lead times
- Improved delivery reliability
- Lower overhead, WIP and inventory
- More peace on the shop floor and autonomy
- Unique strategic insights for process improvement
- Real-time insight into the production status
- Paperless orders, article prints and videos
- Smart factory by the ability to link with other applications
- One system for your entire company

### IS PROPOS SUITABLE FOR YOUR BUSINESS?



50-150  
EMPLOYEES



HIGH MIX-  
LOW VOLUME



JOB SHOP  
PRODUCTION



ERP  
SYSTEM



AVAILABLE  
IN NL, BE & US

PROPOS already has many ERP connections available, which accelerates the implementation. PROPOS works optimally with, among others:



**PROPOS**  
optimal flow

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