



Process Excellence in Action: **Mold Masters**

Mold-Masters Turns to IDS Scheer to Create Process Efficiencies and Measure Effectiveness

"We continue to rely on IDS Scheer as our process implementation guide, built on our high level of confidence in its people and proven track record for delivering enterprise projects on time with significant results and cost efficiencies."

Jonathon Fischer
President, Mold-Masters

Organization

Mold-Masters Limited

Industry

Hot Runner Manufacturing

Challenge

Create efficiencies in design, sales and employee processes and develop a tool to measure effectiveness.

The Solution

IDS Scheer Process Implementation Consulting experts helped the company optimize the functionality of its SAP system and address these process improvements.

Solutions Deployed

- ▶ FI/CO, MM, SD, PP, HR, HR Payroll, Plant Maintenance
- ▶ Global Rollout
- ▶ Product Life Cycle Management, including Variant Configurator over the Internet and Collaborative Engineering
- ▶ BW

Benefits:

Mold-Masters has empowered its customers by using 50% less administrative effort, automated 55% of all designs, reduced overall lead times by 50%, eliminated excessive calls and e-mails to administrative staff, and created a comprehensive process measurement tool.

With the largest patent portfolio in Canada, Mold-Masters® (www.moldmasters.com) is a privately held company and the world's leading supplier of hot runner technology and systems for use in the manufacturing of plastics. Established in 1963, Mold-Masters designs, manufactures and supports a full range of hot runner products. Mold-Masters also holds over 50% of the world's patents in hot runner technology.

The Business Challenge

Mold-Masters relies on 150 sales representatives in 40 countries to sell its hot runner technology. As part of the process, Mold-Masters must ensure 100% on-time delivery, 100% acceptance with no quality defects, affordability, high customer satisfaction ratings and short cycle times for its customers. To achieve this standard of excellence, Mold-Masters realized it could not use existing business models and needed to define Key Performance Indicators (KPIs). The company also needed to understand its progress on business improvements. As a first step, Mold-Masters defined financial objectives, analyzed performance during its best year, created a database of corporate objectives, created an "Executive Info System" to track KPIs, implemented new business models and monitored effectiveness. The company also transferred this initiative online to allow real-time reporting and analysis. In terms of an attack plan, the company determined a need to improve its employee, sales and design processes.

The Business Solution

Mold-Masters turned to the process implementation consulting experts at IDS Scheer to help the company optimize the functionality of its SAP system and address these process improvements.

Design Processes

In terms of design processes, sales representatives and/or customers would initiate the design process and work with the engineers to create the complex, 3-D CAD drawings that provide the templates for its customers to use its products to manufacture a specific plastic item. This intricate, time-consuming process typically required seven weeks to complete and it was limiting the company's productivity, as well as slowing down manufacturing for its end-customers.

IDS Scheer integrated Mold-Masters' proprietary Merlin™ application with SAP and deployed a process by which engineers can complete drawings much faster, create specifications, send to the manufacturer, and pump out the hot runner casing – all by working from a centralized schematic. Mold-Masters engineers can easily make these changes via the Internet and can now provide these drawings with minimal human intervention, reducing the risk of errors.

Sales and Employee Processes

Inefficiencies in the sales process included a great amount of paper pushing with little time for strategic selling, out of date information, suspect customer service and minimal access to timely information. IDS Scheer created a technology bridge from the salesperson's PDA, laptop or desktop PC to SAP and Mold-Masters Merlin system. In addition, salespeople can easily access catalog information, parts data, and order information via – their device of choice, depending on their location. The new process empowers customers to use self service, provides immediate access to information requirements, and offers online instant access to people.

The Results

The company has realized significant metrics through this process initiative.

Mold-Masters has:

- ▶ Empowered its customers by reducing administrative effort by 50%
- ▶ Automated 55% of all designs
- ▶ Reduced overall lead times by 50%
- ▶ Eliminated excessive calls and e-mails to administrative staff
- ▶ Created a comprehensive process measurement tool linked to corporate objectives and process improvements, using a combination of SAP reports, and SAP BW with Cognos

The Future

Next steps for Mold-Masters include:

- ▶ TPS and lean process methodology throughout non-manufacturing departments
- ▶ Rollout to other facilities (i.e., in-process measurement, real-time metrics and reporting)
- ▶ Measurement of "reasons" for engineering change requests (then analysis and corrective action setting)
- ▶ Implementation of Business Intelligence with Cognos/BW at lower departmental levels
- ▶ Employee survey (for baseline "satisfaction" metric setting and ongoing measurement)