

Printing Factory



Gama Impresores is a very fast growing mid-sized offset and flexography printing company based in Mexico City. Owing to their phenomenal growth rate, Gama has maintained some of the habits of a much smaller press shop. In recognition of this fact Gama recently purchased an ERP system specifically designed for their business. However, whilst their ERP allowed them to monitor costs and achieve control of their back-office functions, it also served to show that Production was inefficient and that late deliveries were threatening the future success of the business.



Problems Prior to Introduction

Each customer order at Gama is unique, requiring the tight coordination of various activities from paper purchase to artwork and plate preparation to machine make-readies. After printing, an order may take any one of an almost infinite number of routings in order to satisfy the clients' requirements in the Finishing Department. Approximately half of Gama's business is in the higher margin, very short Delivery Lead Time market. Without a very dynamic scheduling tool, machine operators were reduced to processing orders according to "which client shouts loudest", and sales people sometimes refused orders from customers on the grounds that they couldn't be sure of delivering on time.



Gama Impresores was looking for a Planning tool that offered dynamic, real-time scheduling. In addition, the tool had to be highly visual so that machine operators could easily interpret the program and the Sales Force could see whether Production could deliver the product within tight client delivery requirements ("Capable to Promise"). After a significant period of searching for the right tool, Gama invited local company Agilidad Empresarial to present ASPROVA MS.

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The importance of ASPROVA to Gama's future was made very clear to all from the very first day, when the Production Director (a member of the founding family at Gama) reorganized his department to take direct personal responsibility for the software implementation. He was the first person to be trained in ASPROVA, and to this day remains as the "in-house expert".

Reason for Introducing ASPROVA

- ASPROVA's user-friendly GUI
- ASPROVA's ease of installation
- ASPROVA's diverse standard features
- ASPROVA's fast scheduling speed

Given those graphic arts is a discrete, non-repetitive manufacturing industry with an infinite number of restrictions and variants, ASPROVA permitted Gama to plan and control all of the elements involved in the productive process (paper, inks, human resource, tooling, etc.). In addition, ASPROVA documented the whole process in such a way as to eliminate arbitrary commitments with the customer.



Benefits of Introduction

Some of the benefits realized during the Project implementation phase have been completely unexpected. As production lead-times diminished it became clear that there was over capacity in the Finishing Department, so Gama has reduced their capacity from four shifts to three by means of attrition. Other needs were highlighted by ASPROVA and tackled directly on the shop floor: as a result, for instance, "make ready" times in Presses have been reduced by more than 40% (with a second round of reductions currently under way) and material handling activities have been redesigned in order to create flow on the shop floor.

Of the tangible results achieved of the project, work in process has been reduced by 66%; late deliveries have been reduced by 50 % and the OEE increased 80%.