INLAND SHAKOPEE—FLYING HIGH AND STEADY WITH CASE

JUST DOING WHAT'S RIGHT FOR THE CUSTOMER

"Having Kiwiplan's CASE (Continuous Automatic Scheduling Environment) is like having a scheduler in the plant around the clock," comments **Daryl Worm, Manufacturing Coordinator** at the Inland Paperboard and Packaging, Inc. plant in Shakopee, Minnesota. "As a fully automatic corrugator planning and scheduling system, CASE adjusts the corrugator schedule according to what's happening in the plant faster and more accurately than we were previously able to do. If a converting machine goes down any time of day or night and we are unable to shift orders to a different finishing machine, we can cancel the orders on the corrugator for the machine that is down and allow CASE to bring work we can run."

Steve Nerison, General Manager, was instrumental in bringing CASE to Shakopee. He comments, "We volunteered to be the pilot plant for CASE for Inland, and I'm glad we did. We're fortunate to have it."

CUSTOMER SATISFACTION IS THE NAME OF THE GAME

Late one Saturday night, **Julie Loftus, Administrative Manager** at Shakopee, received a call from a customer who urgently needed cartons due to an unanticipated inventory outage. Julie contacted Daryl, and using his laptop from home, he cancelled the orders in the queue for the corrugator. CASE immediately rescheduled the corrugator and placed the hot order to be run first thing Sunday night. They had cartons for the customer by 7:00 Monday morning. Julie describes their ability to satisfy the customer in situations such as these as nothing short of "amazing."

"Schedules are no longer based solely on what we've done in the past," explains Daryl. "It used to be that if we unknowingly handled orders wrong yesterday, we'd do it the same wrong way again today and tomorrow. But now, CASE comes up with solutions that aren't the same as they were yesterday. It always looks for the best possible solution and produces the optimum schedule for that point in time. In essence, CASE brings off what it needs to run for the customer. This is a definite advantage that gives us an edge in the marketplace."

Daryl Worm (left) and Mike Allen (right) using Kiwiplan's CASE at the Inland, Shakopee plant.

FROM PAPER SHUFFLER TO ORDER PRIORITIZER

Daryl explains the shifting role of **Steve Schmidt**, the **scheduler planner**, from being a paper shuffler to an order prioritizer. He has more time to focus on exceptions and special scheduling situations and lets CASE do the "paper shuffling" or routine scheduling tasks.

"CASE isn't a 'set it and forget it' program," explains Daryl. "It doesn't need a watch dog, but it does need a highly skilled process owner that understands why it does what it does. On occasion, we do make changes to CASE, such as for adjusting the cost factor for WIP or for specialty jobs that need to run during a particular shift when the more experienced crew is on duty."

Steve Schmidt runs a 15-minute Production Communication meeting every morning with customer service, production, quality, shipping, and maintenance. The focus of this brief but valuable meeting is to prioritize orders to make sure they're doing everything they can to meet the customers' needs. During this communication meeting Kiwiplan screens that graphically display booking details are projected on the white board so that the data is readily viewable for discussion. Any order issues are clearly evident so that they can be discussed and dealt with on the spot.

Steve Schmidt comments, "We talk about key issues, such as lateness or hot orders, and truly work together to resolve conflicts to everyone's satisfaction whenever possible."

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KIWIPLAN DELIVERS MEASURABLE RESULTS

In addition to CASE, Shakopee uses the full suite of Kiwiplan manufacturing scheduling, real-time shop floor data collection, and inventory control systems. Scheduling consistency, better solutions, accurate recording of setup times, an increase in length of programs, and significant reduction in side trim are all measurable results Daryl attributes to their use of Kiwiplan.

He comments, "We're always using the Kiwiplan system to help us identify opportunities for improvement. For example, as a corrugator limited plant, we need to do whatever we can to keep the corrugator running consistently and steadily and to its most efficient levels to satisfy customers. The real-time production data that Kiwiplan provides, such as downtimes and reasons for downtimes, helps us move toward achieving this goal."

Mike Allen, Production Manager, adds, "Having real-time data allows us to react quickly to out-of-the-ordinary events. In addition, the wealth of data Kiwiplan provides enables us to set specific goals for facilitators, crews, and departments. Example goals include downtime reduction, uptime percentage improvements, run speeds, pieces per hour, setup time reductions, and waste reductions. Everything is black and white, nothing's ambiguous. Everyone has tangible goals that can be reviewed regularly and knows exactly how well they're doing and in what areas they need to improve."

"Real-time data is what everyone needs to be successful and keep ahead

of the game," notes Daryl. "Kiwiplan's booking management system allows customer service to take an order and promise a real delivery time, one we can meet. The happiest day at the plant was when we threw away our old booking book. Other memorable times include the day we knocked down the old scheduling system and turned on Kiwi as well as the day the first CASE schedule came out on its own. Kiwiplan has definitely exceeded my expectations and has become a very reliable and essential part of our plant."

Steve Nerison concurs, "We've always been a good plant, but we want to be a better plant. To accomplish that, we have to have the right tools. Kiwi is one of those tools that has helped us understand our business better, but even more importantly, it has helped us understand our customers better."

JUST ONE REGRET

"I wish we'd gotten CASE sooner," concludes Daryl. "It's the coolest thing since sliced bread. It has moved us along further, not because it's a wonderful, all-knowing being that's going to run the plant for us, but because it's another powerful tool that's going to help us improve."

CASE DELIVERS NEXT-GENERATION SCHEDULING

Fully automating the corrugator scheduling and planning function, Kiwiplan's CASE (Continuous Automatic Scheduling Environment), works on demand, continuously, 24 hours a day, 365 days a year.

Since each plant has a unique way to do business, CASE does exactly what each plant requires by applying plant-specific rules. It provides a consistent, continuous scheduling environment—devoid of human bias—that meets the plant's expectations. For example, you can tell CASE the minimum amount of work required at the corrugator. When CASE determines that the time remaining in the corrugator queue has fallen below your desired minimum, CASE automatically schedules more work. Applying a true "pull through" methodology, it begins by scheduling the shipping and converting operations first. The converting schedule dictates what orders are designated as "must makes" and optionals for corrugator planning. Unlike many scheduling systems, Kiwiplan guarantees that all "must make" orders are scheduled in their entirety.

CASE determines the next required flute for the corrugator, based on the requirements of both plant and the downstream machines, and schedules work for each flute. The work is then accepted, sequenced, and issued to the corrugator. Finally, the converting machines are automatically scheduled to optimize the total throughput of the plant.

Most importantly, all of this happens in seconds—not hours! If you have a rush order or an order cancellation, these changes are accommodated efficiently in no time at all. This allows you to achieve otherwise seemingly unrealistic delivery requirements and to react to customer needs instantaneously without creating chaos throughout the plant. Fully integrated with Kiwiplan's manufacturing applications, CASE continuously reacts to changing conditions within the plant and will trim the corrugator as often as necessary, even 10 or more times a day.

By automatically rescheduling the plant continuously, Kiwiplan CASE and the totally dynamic full plant scheduling system (PCS) completely control both individual machine productivity requirements and specified work-in-progress levels. The net result is dramatic new opportunities for increased throughput, reduced downtime, consistently high on-time delivery achievements, reduced overtime, and higher quality lineups that improve individual machine productivity. This continuous automatic system enables plants to dramatically improve the utilization and management of assets and resources for the entire enterprise. All this adds up to improving your position in the marketplace and delivering quantifiable improvements to your bottom line.