

Driving Lean: Helping Manufacturers Compete by Applying Lean Manufacturing Techniques



Kaizen events achieve rapid process improvement



BTA offers consulting services in the following areas:

Lean Manufacturing
Kaizen Events
Enterprise Resource Planning
Forecasting
Pull Systems and Kanban
Six Sigma
Multi-site Planning and Data Management
Vendor Portals
Customer Relationship Management - CRM
Quality Management
Business Intelligence
Advanced Planning & Scheduling - APS
Workflow - Business Process Automation
eCommerce
Field Service and Warranty Management
Data Collection
Business Process Reengineering
Sarbanes-Oxley
Logistics

NuFlo Measurement Systems designs, manufactures and distributes measurement and control instrumentation for the global oil & gas and process control industries. A division of NuFlo Technologies Inc., the company was established in 2003 as a result of the acquisition and merger of three well-known and well-respected companies: Barton Instrument Systems, Halliburton Measurement Systems and PMC Global Industries.

To support its growth NuFlo recently relocated its key technical, manufacturing and administrative teams into modern, state-of-the-art facilities in Houston, Texas; Duncan, Oklahoma; Calgary, Canada; and Bognor Regis, United Kingdom. These centers of excellence are dedicated to the development of measurement and control solutions for existing and potential customers and programs.

The Situation:

As a consequence of the relocation and consolidation of its manufacturing facilities, NuFlo needed to ramp up additional production capacity to meet increased customer demands. Successful sales drove demand on a key-manufacturing site to increase output by more than 400% during their first few quarters after the business units merged. NuFlo had been running the INFOR SyteLine ERP system at one of its' original sites, and working with BTA, had quickly implemented the system as their enterprise-wide ERP solution. SyteLine helped meet the demands of the now international multi-site manufacturing organization. NuFlo benefited from SyteLine's ability to process inter-site inventory transfers, and manage centralized accounting. After the merger the combined sales organization kept the backlog high. Product lead-times were longer than the customers and management would accept.

BTA, having played a key role in the rapid implementation of the SyteLine system, was engaged by John Nelson, NuFlo's VP of Operations, to initiate and facilitate the Lean Manufacturing education and implementation project at NuFlo's plant in Odessa, Texas.

The Solution:

Working with a small team at NuFlo's Odessa plant BTA's consultant, JD Goodrich, lead the group through a five-day Kaizen event focused on eliminating waste and restructuring key production processes. Current-state metrics were captured for throughput, takt-time, line capacity, labor productivity, work-in-process levels, and shop-floor space utilization. The team spent one day brainstorming the processes, debating alternatives, and agreeing upon a list of changes they could quickly deploy. Over the next few days, including some late evenings, the group implemented their new vision on the shop floor. Spending just a few hundred dollars on supplies and using their own efforts to restructure the production processes, they were able to put the new methods in place by day



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three. Over the next few days they monitored the new processes, measured output and performance of the key metrics, and fine-tuned wherever necessary.

The Results:

Initial results of the Kaizen event returned improvements of greater than 60% in all key metrics. One key measurement, the level of work-in-process, was improved by 91% using the newly established processes and layout. It is not uncommon for BTA to achieve this level of improvement in any manufacturing plant not yet using Lean methodologies. A key component of the Lean initiative was to put in place continuous improvement efforts to ensure additional “wastes” are eliminated and further productivity gains are realized. The initial team has continued to build upon the success of the first effort and use it as the model for other products and processes in this plant and at their other manufacturing sites.

Upon conclusion of this first Kaizen event the team identified several other critical processes they would redesign in the same manner over the following months. BTA’s consulting staff has been engaged to continue to facilitate several of those sessions.

In support of manufacturers’ needs to ensure continuous improvement in operations BTA provides Lean Manufacturing education, process design, and implementation consulting in addition to ERP System consulting services.

NuFlo Technologies, Inc.

NuFlo Technologies, Inc. is a wholly-owned venture of SCF Partners with a mandate to identify opportunities for growth in the global oil and gas sector through strategically targeted divisions such as NuFlo Measurement Systems. SCF Partners is a private equity firm with a proven record of success in investing in and growing companies in the energy-related oilfield service sector. Flint Energy Services Ltd. and Varco are current examples of energy-related companies in the SCF portfolio.

BTA (Business Technology Associates)

BTA is a provider of business management software and Lean consulting services for mid-sized manufacturers and distributors. BTA offers business process design, solution implementation, training, programming, and network management services along with Microsoft and Infor based solutions. BTA provides training in Kaizen and Lean manufacturing concepts and offers consulting services in inventory and production management, lean operations, and Kanban/Pull system implementation. BTA is the developer of SyteLine Forecasting and SyteLean for SyteLine and other add-on applications for SyteLine. For more information, contact BTA:

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