



For years, manufacturers
have focused on cost-cutting.
Maybe it's time to focus
on the cause of all those costs.

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Face it. If your manufacturing operation worked the way it's supposed to, you wouldn't have many costs to cut.

And after all of the offshoring, downsizing, supplier squeezing, and consultant paying, where are you today? If you're like a lot of discrete manufacturers, you're still carrying too much inventory, your cycle times still aren't short enough, you still miss too many ship dates, and you still aren't putting up the continuously improving numbers the board really wants to see.

That's because the real problem isn't and never was "costs." The real problem is still there. And most manufacturing executives aren't even aware of it.

The Awful, Dysfunctional Truth

For over 50 years, I've seen the same story in one factory after another. Management creates a schedule for production, but they don't actually know if the things on that schedule can be done or not.

Floor personnel don't find out whether they can do what they're supposed to do until they're supposed to do it. Sometimes, they can't, which is very disruptive and isn't very efficient. For instance, they discover that the right tools or fixtures aren't available because they're on another machine being used to do something else. The higher-ups who sent the job down to the floor didn't know that.

So the people on the factory floor scramble to do the best they can with what they've got. But in the improvisation process, things don't always get done the way they should,

which creates bottlenecks, delays, and defects. Management is totally unaware of what's going on. They just say, do it. They really don't want to know how it gets done.

The result is often pretty chaotic. Too often, things get accomplished in spite of the "system," not because of it.

Drawing the Line

My first company, Sun Hydraulics Corporation, was hardly immune to these problems. But I'm an inventor by nature, and I was determined to find a better way.

I teamed up with a mathematician named Dr. Ken Henderson. Dr. Henderson had a very strong background in probabilism – namely, the Nelder-Mead or simplex method, a nonlinear optimization algorithm. Among other things, he had developed the formulas used by Florida orange juice producers to determine price and retail-level shipping destinations that would result in maximum income.

Together, we developed the basis for the nMetric® solution. A new kind of manufacturing software that directly addresses persistent flaws in the traditional manufacturing process, but in a decidedly untraditional way.

Enter the Smart Job™

Instead of taking the centralized, rigid approach favored by ERP and MRP solutions, Dr. Henderson and I went in the opposite direction. We knew that success on the factory floor comes from flexibility and intelligent real-time reactions to changing situations. So instead of trying to control

how jobs went through the factory, we decided to let them control themselves.

Our solution utilized intelligent software objects – small computer programs that would let the job ensure its own on-time completion. The resulting Smart Jobs™ find and book the resources necessary to complete themselves, including materials, equipment, tools and labor. They understand the relationship between resources and order routing. They know when each operation has to be completed to stay on schedule. And they're aware of their priority relative to other jobs.

In other words, Smart Jobs supervise and route themselves. And by doing so, they bring true business process automation to the factory floor.

The Second Part of the Answer

Smart Jobs turned out to have yet another advantage. Since their functions are based on constantly sharing and collecting real-time information, they can provide data that greatly increases visibility to the plant floor.

Today's nMetric system uses this constant stream of data to give you an accurate, multi-dimensional representation of factory operations in real time. You can graphically see all workplaces and timeframes and jobs, and what labor, material and tool resources you actually have available to do them. You see precisely what you can and can't do. You're also able to foresee the effects of things that are happening or could happen. So you can avoid problems and be prepared for nearly any situation that arises.

Address the Problem, Not the Symptoms

There is no other technology I know that can do what nMetric can do. Instead of forcing you to conform to a rigid, preconceived series of steps like centralized solutions, nMetric accommodates the way your factory works and optimizes its performance. The nMetric system transforms discrete complex manufacturing into a highly efficient, flexible, reliable, demand-driven operation. You can respond to customers in record time, keep your promises to deliver, and avoid late penalties. And you'll be able to put your entire supply chain on the same, real-time page, to greatly reduce costly supply errors.

Best of all, nMetric will help you improve your cash flow and put a lot more cash on your balance sheet. And I'm not talking about assets that are considered cash according to accounting rules. I mean cold, hard cash.

It's taken us over ten years to develop a solution that can live up to every one of those claims. As a manufacturer, I don't like to promise what I can't deliver. Now, I know our product will deliver.

If you're ready to take advantage of it, call us at 714.424.4400. And stop worrying about costs. Let your competition do that.



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