

SUCCESS STORY:
FRANK J. ZAMBONI & COMPANY INC.



FRANK J. ZAMBONI & CO. INC.
(ZAMBONI COMPANY)

“Before INDUSTRIOS, we had to rely on shop staff to remember the time they spent on each job. This made for inaccuracies in our costing and pricing. The team from our INDUSTRIOS reseller helped us implement a solution that makes tracking these details simple,”

Don Zamboni, Systems Manager

In 1940, Frank Zamboni, his brother and a cousin opened an ice rink in Paramount, California. At the time, resurfacing the ice required several time consuming steps, usually taking over an hour to complete. Frank was inspired to tackle the challenge of creating a quality sheet of ice in a short period of time. It wasn't long before he began engineering a machine that would make the task of ice resurfacing fast and efficient, and the world's first self-propelled ice resurfacing machine was born.

Zamboni® ice resurfacing machines are built by hand at two plants, one located in Paramount, CA and the other in Brantford, Ontario, Canada. Frank Zamboni's belief in ongoing product improvement and innovation lives on today in the company he founded.

The Need for INDUSTRIOS

The Zamboni Company needed to track operations and time to understand the true costs of their jobs and the ice resurfacing machines. For pricing, they needed to know the labor costs associated with each job and this visibility into costs was not available with their previous system. Since the company produces a combination of make-to-order and build-to-stock products, insight into material availability was also necessary. An original Platinum Advanced Manufacturing (PAMS) user, the Zamboni team moved to the INDUSTRIOS platform in April, 1999. They recently worked with their INDUSTRIOS Value Added Reseller, Moncrief Consulting Group, to upgrade the INDUSTRIOS software.

Company

Frank J. Zamboni & Co. Inc. (Zamboni Company)

Website

www.zamboni.com

Industry

Industrial machinery

Market focus

Professional and recreational skating rinks

The challenge

To improve management of material availability and production costs

The solution

INDUSTRIOS

The Results

1. Improved, accurate costing with precise shop floor tracking.
2. Production increased by development of standards and cost understanding.

3. Increased customer service with reduced order lead time.
4. Financial reporting ease with Sage PFW Integration.

5. Enhanced staff productivity from easy-to-use, flexible system.



“By far the most powerful tool for us is the Available to Promise functionality. We use it constantly to give us the latest and greatest on what is happening with the parts,”

Don Zamboni, System Manager

INDUSTRIOS AT WORK

A recent challenge for Zamboni has been new, stringent EPA standards. The industry that uses off-road engines must utilize engines that have undergone a strict EPA certification process. The Zamboni Company has redesigned their ice resurfacing machines to install different engines of varying sizes and fit acceptable to the EPA standards. This event has initiated change through the organization, particularly to process plans and production control.

Shop Floor Tracking

Costing is more accurate, due to the shop floor data tracking functionality of the INDUSTRIOS Shop Floor Tracking module. To build an accurate costing foundation, the company used a phased approach to implement tracking. The production staff can record their time and materials against production orders. The automatic rollup of labor in the jobs makes the job close complete and easy.

“We carefully introduced real-time tracking on the shop floor. We knew that if we were able to have our production staff effectively using the system that we would achieve greater awareness as to what it really takes to build our machines. Our approach worked and now we have a solid grip on our cost base and can make more thoughtful pricing decisions,” Don Zamboni, System Manager.

Process Planning

The Process Plan module is the central focus of manufacturing and used to define the material, labor, and equipment investment required to produce a Zamboni® ice resurfacing machine. Developing process plans has helped the team understand the costs and complexities of manufacturing each machine.

Standards have been developed for each machine to provide a foundation for improving production and material efficiencies.

Production Control & Inventory

The Shortages List within the Production Control module helps the Zamboni team expedite needed materials. Though they have decreased their average time from order to shipment due to improved insights into inventory, it is a continuing challenge, as many of their parts have long lead times.

“By far the most powerful tool for us is the Available to Promise functionality. We use it constantly to give us the latest and greatest on what is happening with the parts,” Don Zamboni, System Manager.

Setting the Course for Success

INDUSTRIOS has been successful here for several reasons. First, the Sage PFW integration provides the tools to manage cash, record transactions, analyze budget variances, and prepare financial statements and reports. Month-end reporting is

dramatically streamlined and a complete financial package is produced on a timely basis.

Second, INDUSTRIOS is simple enough for all employees to use. Employees with limited English language skills are easily trained and, though they may not be computer-savvy, they're able to clock in and out of jobs independently and accurately.

Last, the partnership between Moncrief Consulting Group (MCG) and the Zamboni Company has been successful. Don Zamboni explained that they found MCG to be very capable and are pleased with their remote support. The recent INDUSTRIOS and Sage PFW upgrade went very smoothly as he mentions below:

“We were working Friday afternoon and by Monday morning, Jeff Moncrief had the data in our computer converted over the weekend and ready to run. Jeff was here on Monday working with staff in a priority order. The conversion went really well.”

Not only did the INDUSTRIOS solution provide the necessary infrastructure to expand the business, but the Zamboni team has cut down on spending through better material control. The insight into costing and other successes has allowed the management group to make better-informed decisions and to focus on making the world's leading ice resurfacing machine.

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