Changing of the Guard

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Production Manager
A selection of Royal’s customers:
Royal’s Story
• High performance composites
• Sub-tier supplier to aerospace
  • design and fabrication
• Since 1949
• 89,000 sq.ft. facility, Minden, NE
• Employee owned company
  • 132 employee owners
New Equipment

New Autoclave
12 feet in diameter and 30 feet long

New Composites Machining Center
Five-axis water jet cutting and conventional milling
Falcon 5X
Fin Top Fairing
ROYAL Engineered Composites

747-8 Engine Components
Changing of the Constraint

• Constraint moved from Finish to Mills
  • Awarded several large programs with new tooling
    • Making the tools in house
  • DBR still schedules Finish department as the constraint
    • Too much complexity for us to change model to schedule around Mills (different machines, fixture constraints, etc.)
• Changes had to be made
  • Tooling hours have never been in DBR+, had to develop a system to get the hours into the schedule to get accurate loading
  • Currently working to instill the TOC methodologies back in that area
    • Subordination is Key-Its a change in the way they have been thinking
      • Getting the trained workers doing what they do best, others to subordinate to the department
R+ Changes

• Original Thinking and Uses
  • Utilized it for some planning and alert functions as safety net to MRP
  • We would not use for Fabricated parts
  • High maintenance associated with lots of WO’s
    • Design changes
    • Material requirements maintenance
    • Labor requirements maintenance
    • Router changes
Future Steps for R+

- Demand variability from Customers isn’t getting better, in fact it is worse than it was two years ago
- Made the decision to put in finished goods buffer and let R+ optimize
- The concerns of high maintenance were solved with customization of the interface between R+ and ERP software
Questions?