

GLOBAL SHOP SOLUTIONS CASE STUDY

FIMA

With 500 employees functioning in over 250,000 sq. ft. of operations, the **FIMA** manufacturing facility in Lima, Peru, is a massive space requiring constant attention to anticipate problems in scheduling and bottlenecks in machinery, material, and manpower. It also takes a strong, yet flexible, ERP system capable of processing large amounts of production data in real-time scenarios to keep it running well.



FIMA's Planning and Scheduling Manager Alejandro Canelo.



A FIMA machinist works on a solid forged and precision machined part.

South American Industry Meets Manufacturing Efficiency

When FIMA looked to move off of their AS400 custom system and into an enterprise resource planning (ERP) software that could meet their rigorous project manufacturing control demands, they chose Global Shop Solutions ERP software.

For Alejandro Canelo, FIMA's Planning and Scheduling Manager, the **Advanced Planning & Scheduling (APS)** application is where he lives and breathes.

"APS offers a very friendly interface for every user in the operational areas, and it gives us a fast shop load overview and work order status," observes Canelo. "The benefits are tremendous. For example, APS allows us to have an online consolidated shop load in order to make on-time decisions about capacity and bottleneck processes. Before Global Shop Solutions ERP software, we worked with MS Project software that always collapsed with the huge amount of work orders we had to deal with. It used to take us three days to get a shop load report that was invariably inaccurate. Now it takes a couple of hours to get a precise one."

"APS also helps us to detect deeper problems, such as router errors, issue material omissions, and so forth," continues Canelo. "Finally, it's also a good source to detect work order delivery delays and take actions to correct plan distortions."

Project Management Software for Large Scale Projects

FIMA is a company that manufactures large projects in the mining, construction, energy generation, sugar processing, commercial fishing, and many other industries. On a typical day, a visitor to FIMA would see dozens of immense projects being worked on simultaneously. Recently completed projects include a 70-ft. long tube dryer fabrication for the fishing industry, a pair of 100-ft. long phosphate dryers for the mining industry, and pressure vessels, holding tanks, spools, and furnaces for the refining industries.

To coral the thousands of jobs that pass through each project, FIMA relies on the **Project Management** application. In fact, Project Management is seen as a valuable tool in the day-to-day management of FIMA tasks.

“Actually, Project Management has become one of the most vital considerations in top management meetings at FIMA,” states Canelo. “We now have the ability to get as deep as you can in details. This helps everyone understand that there is a unique single truth in each stage of the project; that truth is in what the Global Shop Solutions ERP software says. All questions are now derived from what our ERP software is showing us.”

Partners Across the Hemispheres

Engineer-to-order projects are seen by FIMA as a series of smaller projects that are built one into another in logical sequencing. In other words, project management is, in general, a notion of project evolution, and Global Shop Solutions ERP software and FIMA work together to build the sorts of internal process oversight that is specific to the way FIMA functions.

“Job tracking, scheduling, quality – these help us a lot,” says Canelo.

And, what about the geographic distance between Texas-based Global Shop Solutions and FIMA in Peru? What of the level of customer service that can be provided across hemispheres?

According to Canelo, Global Shop Solutions service easily bridges the gap.

“Geographic distance is not a problem,” he observes. “We usually have a very quick response to our service requests. With some vendors, we often have language barriers we must try and overcome, but with Global Shop Solutions there’s always a Spanish-speaking person to interact with in the service area.”

As a company whose capabilities are as diverse as the world is large, FIMA’s reputation is built on being flexible in so many ways. With Global Shop Solutions, FIMA has found an ERP software that can facilitate that flexibility in real-time shop-wide data integration and management.



A FIMA worker puts the finishing touches on a massive industrial tank assembly.