

## UPCO, Inc.



### An enterprising company.

UPCO, Inc. is a leading US manufacturer of “downhole” oil field equipment, including sucker and pony rods, couplings, polished rods, sinker bars and pup joints. It is one of only three remaining domestic manufacturers of this type of equipment in the United States and the last of the independent companies.

UPCO has been increasing market share domestically and from offshore competitors in China, Romania, and Argentina. The company supplies major international oil companies and large, independent oil producers; half of its production is shipped internationally, primarily to Canada. With a 140,000-square foot facility employing 100 people in Claremore, Oklahoma, just outside Tulsa, UPCO is noted for outperforming the competition on delivery, quality, and price.

### Setting the strategy.

With demand growing, the company had been held back in its ability to expand capacity by long manufacturing lead times, excessive work-in-progress inventory, and lower productivity than the company desired. As much as 35 percent more work was available to UPCO, but it was unable to handle the additional capacity because of the efficiency problems it was experiencing.

➔ Using Easy Lean, UPCO, Inc. reduced manufacturing lead time by 50% and has been able to take on 35% more business.

## Customer Profile

UPCO President Bill Ridenour attended an executive session presented by the Infor™ PSO team at an Infor user conference. There, Ridenour learned how Infor ERP VISUAL Easy Lean™ scheduling and planning software could enable his plant to run much leaner and take on far more work. Infor conducted a two-day assessment of his facility's processes and subsequently implemented the software at UPCO's facility.

### Getting business specific.

Throughout the discrete manufacturing industry, Easy Lean often has reduced lead times and work-in-process inventories by as much as 90 percent, while improving on-time delivery and fulfillment rates by 99 percent or better, often in 90 days or less. For UPCO, the increase in productivity coupled with dramatically reduced inventory significantly improved the company's capabilities.

Infor helped UPCO understand where it could improve its workflow quickly. At the same time, Infor ERP VISUAL Easy Lean immediately began helping managers make better decisions on releasing inventory at optimal times and prioritizing production. The solution created work orders when quantities dipped below replenishment levels and provided detailed reports and performance measurements on value added and throughput.

### Seeing results.

The newly added Infor technology rapidly enabled UPCO to reduce both work in progress and manufacturing lead-time by 50 percent. Simultaneously, productivity rose from \$65-\$70 per man-hour to \$147.

"We realized significant benefits from Infor's recommendations even before we installed Easy Lean," Ridenour reports. "With Easy Lean, the scheduling and workflow processes became manageable and routine. Every operator in the factory now can see and follow the right priorities. Now, I can allow my plant manager and vice president of sales to be out of the plant at the same time—the ultimate test for Easy Lean. It works great."

Moreover, UPCO was now able to accommodate 35 percent more business as a result of:

- 50 percent reduction in manufacturing lead time
- 50 percent reduction of work-in-progress inventory
- Doubling of productivity levels
- Significant workflow process improvements
- Fast return on investment

### About Infor.

Infor delivers business-specific software to enterprising organizations. With experience built in, Infor's solutions enable businesses of all sizes to be more enterprising and adapt to the rapid changes of a global marketplace. With more than 70,000 customers, Infor is changing what businesses expect from an enterprise software provider. For additional information, visit [www.infor.com](http://www.infor.com).

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