

## Amer: how many suppliers integrated? All of them!



Project Start  
Date: 2011

ERP:  
BAAN

Users:  
12

Industry: motors  
and gearmotors

Connector developed  
by: INFOR and CDM

Could one software, within a “Lean” reorganization, simplify and encourage the information flow in order to optimize the supply chain management? Yes. This is the story of Amer, Bonfiglioli Consulting and IUNGO

In the Italian industrial overview, the production of electric motors still represents an excellence that involves a large number of companies.

Among these there is Amer Spa that, from 1974, produces **direct-current motors, gear motors and differential motors** for various industries. Amer, whose headquarter is in Valdagno (in the province of Vicenza, Italy), it has 150 employees and records an annual turnover of almost 35 million Euros.

A good example of Italian company: the **tradition of quality** as a fundamental value of the company and a **continuous innovation of the products and processes**. A foresight strategy that brings the executive board to undertake a renovation path and to a lean reorganization of the company.

### LEAN: FROM INSIDE TO OUTSIDE

At first, the lean management approach involved the entire internal production process and then extended to the supply chain.

And it was at this stage that Amer turned to **Bonfiglioli Consulting**, a consultancy company based in Bologna (Italy) focused on in the Operations and in the product development process, through lean thinking methods and lean world class.

Paolo Campeggi, project leader in Bonfiglioli Consulting, tells us about the beginning of the project: *“Independently, Amer had already done a great internal reorganization and the next step was to involve the supply chain; this is because **the fulfillment of the lean approach cannot disregard the collaboration along the supply chain, otherwise the achieved internal benefits could be frustrated by suppliers not aligned with the company processes**”.*

The main objectives of the project were: **lead time reduction, stock decrease** and a complete **improvement of the supply chain management**. Following a first training phase, Bonfiglioli Consulting proposed a road map with the direct engagement of the **suppliers** in order to keep them an **active partner** in the project.

*“During these operations it is fundamental to involve soon the supplier because it could not feel it as a order from above but as a path to walk together. Benefits and commitments must go at the same pace: if on the one hand you are asking a collaborative effort to the supplier, on the other hand the planning guarantees stability and a medium term visibility of the orders to the supplier”, declares Campeggi.*



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Bonfiglioli Consulting follows Amer until the conclusion of the project with the complete engagement of all the suppliers, recording a turnover ratio increased by 30%: this enabled the company to maintain the same stock level despite a sales increase of 25%.

*“The Bonfiglioli Consulting methodology is successful because place side by side the practice and the theory. For our suppliers these activities have also been the occasion for exchanging views and precious information with us, which had a positive effect on our relation”* comments Italo Santagiuliana, Purchasing and Logistics Manager of Amer.

### MAKE “SLIM” THE LEAN? WITH IUNGO, YOU CAN

Once concluded the lean reorganization of the suppliers, Amer needs now to **streamline the communication processes with the supply chain** which, until that moment, were managed through the traditional channels as email, phone calls, fax etc.

Santagiuliana explains: *“We realized from the beginning that the collaborative planning required the use of resources and time; for this reason we engaged Bonfiglioli Consulting for an analysis of IT solutions able to simplify and lean these processes.”*

After a few months of software selection, we have chosen IUNGO, the platform dedicated to the management of the suppliers through an innovative and patented use of the email in order to simplify the relation company-supplier.

When the order is ready, IUNGO sends automatically an email message containing the order with the same layout and information used to be sent before. Suppliers can modify it or confirm it just answering to that e-mail. The portal receives immediately the replies and, when the order is confirmed, the ERP system is updated in real time.

*“The main peculiarity that differentiates IUNGO from all the competitors is that IUNGO is not heavy, neither for the cost nor for the time spent by the suppliers. Other softwares and portals require the supplier to pay a purchasing fee and a user license: to us this would be unacceptable. IUNGO is not invasive and does not force the supplier to install any particular technology since the e-mail, nowadays, is a common application for everybody”*, tells us Santagiuliana.

Amer involved, at the beginning, almost ten leading suppliers and gradually all the other suppliers. *“We have almost 300 suppliers entirely engaged in the IUNGO project. The most exciting thing is that **our 30 Asian suppliers** didn't even asked us for further information: they **immediately became operative**”*, concluded Santagiuliana.

Today, in Amer, **300 suppliers receive orders through IUNGO**. The platform proved to be a facilitator of the Lean dynamics, an instrument that simplify further the management of the activities already simplified by the adoption of a Lean production.

