

Short-Run Manufacturer Builds Long-term Success with EnterpriseIQ

Setting the Standard

Since opening its doors in 1984, Donnelly Custom Manufacturing has played the short-run game to win. Organized for excellence, Donnelly has always held fast to the guiding principles of speed, simplicity, service and success to overcome such challenges as compressed lead-times, fast changeovers and the demands of just-in-time inventory management. Over the years, Donnelly has focused operations on what it does best: provide short-run manufacturing and value-added services to original equipment manufacturers (OEMs) that produce an array of quality goods from industrial to commercial products. With a can-do attitude at the core of its operations, Donnelly has set the standard for how short-run is done.

Donnelly's mission to "deliver good products on time," underscores the essential truth that every part it makes supports its customers' success. As company president Ron Kirscht explained, "Our job security rests on performance alone. Every day. So the promises we make to our customers must be kept."

Donnelly used to manage operations using an OS/2 operating system and various software packages. Production scheduling was done manually using a magnetic board, a process Donnelly had perfected to accommodate its high level of mold changeovers and the many related support activities. Yet, while Donnelly achieved much success while using the OS/2 platform and manual scheduling, the company's growth eventually began outpacing the system's capacity.

"Manufacturers today operate in a flat world," said Kirscht. "The playing field between U.S. and off-shore markets is growing more level by the day, and every player along the supply chain is intertwined. If your information technology platform doesn't support lean operations and EDI transactions, you will fall below the curve."



Founded in 1984, Donnelly Custom Manufacturing sets the short-run standard by providing its OEM customers with value-added engineering, highly customized manufacturing offerings and superior customer support services. Working with over 600 resins to produce a wide variety of part sizes from less than one gram to over seven pounds, the Alexandria, MN-based company serves an array of world-renowned customers including Diebold, Graco and Honeywell. Donnelly's 230 employees are committed to short-run excellence and provide such services as: insert molding; gas-assist and structural foam molding; over-molded parts; complete part decorating and packaging services; machining; mechanical assemblies; and more. ISO certified, Donnelly continuously pursues industry best practices to fulfill on its promise of delivering good products on time.

Donnelly had already modified its old software to manage manufacturing operations, and any further modifications would have been time consuming and cost prohibitive. What's more, Donnelly's customers and suppliers wanted to communicate and interact through electronic means, which Donnelly's system could not adequately support. Donnelly also recognized that its manual system of scheduling and managing the shop floor was too cumbersome to absorb the growing complexity of short run. Finally, the existing system's limitation on the number of people who could be in the same module at the same time had become untenable.

To keep growth on track, Donnelly opted to move away from the old OS/2 platform and migrate to a Windows-based enterprise resource planning (ERP) system.

"At Donnelly, we are committed to setting the highest standard in short-run manufacturing," said Kirscht. "Our old technology was hindering that. Our customers and suppliers were moving forward, and our old software wasn't ready or able to move with them. We needed an ERP system that could support ever higher levels of connectivity and excellence."

Fit, Function & Future

Beyond the operating system, Donnelly wanted an ERP solution that could handle the unique requirements of injection molders, such as add back of regrind, family molds and multi-cavity molds. The company also wanted a system that had a large enough install base to ensure committed long-term development and continual improvement.

"We were looking for fit, function and future," said Kirscht. "Going into our search we thought that might be a tough combination to find, but early on we found exactly that in EnterpriseIQ from IQMS."

As Kirscht explained, historically the plastics industry has been underserved from an information technology standpoint. Off-the-shelf ERP solutions typically are not a good fit, and larger systems often require bolt-on, third-party software for customization.

Return on Investment

- Optimized efficiency of highly complex operations
- Improved internal and customer communications
- Supported growth (Expanded by 60%)
- Eliminated excess data entry
- Saved hours of overtime
- Sped invoice turnaround

Software

EnterpriseIQ™ ERP software system
RealTime Production Monitoring
Quality Management
EDI/XML
Project Manager
Preventative Maintenance
Payroll
Time & Attendance
and more.

Hardware

Oracle database with Windows-based PC

“EnterpriselQ was different,” said Kirscht. “Right off the curb it looked like an incredible fit, and the more we looked, the more apparent the value.”

Donnelly selected EnterpriselQ for its comprehensive functionality, and the fact that—though EnterpriselQ is designed for all manufacturing types—it can specifically handle the distinctive issues related to injection molding.

“There are a lot of hard truths in our industry that we need software to manage,” said Kirscht. “For example, you might have one tool that makes 64 parts every cycle. Most ERP systems can’t handle these truths. You have to lie to the system to trick it into doing what you need it to do. We selected EnterpriselQ because it easily manages many key aspects of our business. EnterpriselQ can handle the truth.”

Many other factors also contributed to Donnelly’s selecting EnterpriselQ. Donnelly liked that EnterpriselQ is easy to use, intuitive and required a modest level of training. The company also liked that EnterpriselQ is contained and extendable within a single database, no third-party add-ons needed...ever.

“IQMS’ commitment to enhance and improve its single-source software for the future success of its customers was critical to us,” explained Kirscht. “We did not want to make a significant investment only to be left behind in a few years or be required to purchase a third-party solution just to add functionality. EnterpriselQ offered the best fit and functionality at an attractive price, on a platform that should be around and vibrant for a long time to come.”

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Complexity Simplified

With EnterpriselQ in place, Donnelly has seen improvements in every aspect of its business. RealTime Production Monitoring allows shop floor supervisors to access production data as it occurs from any computer in the plant, instead of having to spend time walking the shop floor to check presses. Donnelly has also eliminated excess data entry and saved numerous hours of overtime because team leaders and supervisors no longer have to work long beyond their shifts to input data, something that consumed many hours of overtime each day.

Internal, supplier and customer communications have improved, too. Invoicing, which took four hours a day, is now complete by 9:00 each morning. But perhaps the biggest factor of success is the level of complexity or growth Donnelly has been able to manage. For the plastics industry, Plante & Moran, the nation’s 11th largest certified public accounting and business advisory firm, has defined manufacturing complexity as the number of active resins multiplied by the number of active presses multiplied again by the number of active molds a company has in process. According to Jerry Bienias,

Donnelly's vice president of finance and technical operations, the upper quartile of this index is 1.2 million, but Donnelly's complexity index as measured by Plante & Moran tops 42 million.

"Plante & Moran was completely surprised by the level of complexity we manage," said Bienias. "With EnterpriseIQ we have doubled our complexity and grown our business by 60 percent, all with a smaller office staff than we had before we installed IQMS. EnterpriseIQ simplifies processes so we can embrace a greater level of complexity and manage it well."

Donnelly was also able to move its scheduling system into EnterpriseIQ with very little effort. This made the switch to a new system less painful in that the company did not have to change an established system that already worked well.

"At Donnelly, we believe knowing our customers and their business intimately is critical to our success," said Bienias. "We appreciate that IQMS operates under that same premise and is able to adapt their product to meet specific customer requirements with very little effort or added cost."

Optimized for Long-term Success

Donnelly was up and running with EnterpriseIQ within six months, and now uses almost all modules including RealTime Production Monitoring, Quality Management and EDI/XML. The ease with which Donnelly's employees can now maneuver through every level of business data has saved Donnelly countless hours and eliminated the mistakes that were inherent with a manual-based system. In fact, the benefits of having EnterpriseIQ are so far reaching that Kirscht believes Donnelly made the best choice in selecting IQMS as a long-term business partner.

"Our customers tend to be large and leading public companies that have varied and exacting demands, but we're a small private company with finite resources," explained Kirscht. "Having an ERP system that supports and confirms our business strategy allows us to focus on our core competencies and excel where others might fail. Had we not migrated to EnterpriseIQ, we could not have grown as we have, and we would be struggling to fulfill our promise to the marketplace. The fact that we are not struggling, that we are on a pathway of optimization for the long-term, tells me we made a good choice. And that's very gratifying."



Case Study: Dymotek

Dymotek Named Processor of the Year by *Plastics News*

*Company Says Partnership with IQMS Strongly
Supported the Growth and Performance Acknowledged
in This Prestigious Award*

IQMS[®]
Manufacturing ERP



Improvements

- 111% growth in three years
- Automated tasks saves users time, saving the company money
- Optimized inventory management
- More efficient production scheduling
- Improved efficiency, visibility and productivity
- Customer service excellence

Organization

Founded as Truebro, Inc., in 1990 by brothers Steve and Tom Trueb, the company has grown from a small family venture to one of the nation's leading custom molders. Originally the company made a single product: an easily installed universal pipe cover called Lav Guard. It was the first product of its kind to meet a new set of regulations mandated first in Connecticut, then nationally, as part of the American Disability Act (ADA) requiring protective covering for pipes under sinks. Truebro set up a dedicated molding facility in 1997 to meet the growing demand as their product line developed. The original three-shift molding operation started with two machines.

Last year, Plastics News awarded Ellington, Connecticut-based Dymotek the Excellence in Customer Relations Award. This year, the company raised its game even higher, as the leading industry journal honored it with its Processor of the Year Award.

"Winning this award is a 'bucket list' item for me," says Norm Forest, CEO of Dymotek. "It's a very short list that competed for the honor—21 other great companies in our industry. To even be on the stage with that group is an honor, let alone to walk away with the award. It's a humbling experience, and one that everyone at the company has worked very hard to achieve."

As the company augmented its signature product line to sustain what was then a 24/5 operation, it added custom injection molding to its capabilities, which became the company's core business. In 2004, the company sold its Truebro brand and product line to an organization that continued to contract with them for production, and formed Dymotek as a custom injection molder that specializes in liquid silicone rubber and multi-component molding. The infrastructure that was built over the company's first decade became the base of an exciting new venture.

The year 2004 was a signature one for Dymotek. The company added 21,000 square feet of production space; 10,000 square feet was dedicated to manufacturing and 11,000 sf warehouse. That same year the company invested in and implemented IQMS enterprise resource planning (ERP) to upgrade from the combination of systems it had been using since its inception, but which no longer satisfied the needs of its ambitious growth goals.

A Foundation for Growth and Change

Dymotek partnered with IQMS, making a strategic decision to use the software to operate all aspects of its business. The integrated system gives them the flexibility to manage their business needs and provide real-time information to their customers, as well as delivers the agility necessary to adapt to changing demands in an increasingly challenging global marketplace.



“Prior to this implementation, we managed and scheduled using Excel and other products; having one completely connected ERP system is far superior to our legacy arrangement,” notes Forest. “I no longer have to rely on three or four canned systems without common terminology communicating with each other; everything is connected seamlessly in a one-stop solution with IQMS.”

That capability proved itself almost immediately. Because of the sale of Truebro and its product line, it was imperative to split those assets from the rest of the company holdings. “It would have been incredibly difficult to go through the sale with our earlier systems; but because of IQMS, we were able to separate things out easily,” explains Forest.

As Dymotek continued to build and grow its business, another aspect of IQMS proved vital: having an exact understanding of the costs of goods produced. With IQMS, Dymotek could quickly and precisely assess the cost and profitability of any item they sold. This included the cost of equipment usage involved in production, which the system delivered in real time.

What’s more, the visibility and communication enabled by IQMS gave Dymotek the ability to provide that excellence in customer service. “For example, we had a customer that wanted to know exactly what was on our production floor daily because they had tight requirements for inventory,” recounts Forest. “They wanted to know specifically what was produced, what was on the schedule, what was in quarantine, and so forth. With IQMS, every morning we sent an e-mail that gave them the complete reconciliation of all the products we had in house, so that they could plan their commitments for their customers accordingly. That kind of power is vital, and has really supported our success.”

Other IQMS tools Forest calls out as important:

IQAlerts. The IQAlert module automates routine tasks and turns static data into active system notifications. Automated tasks save users time—and saves the company money—while instinctively tracking data to prevent key company developments from slipping through the cracks. As Forest says, “Now we push information out instead of having to pull it in.”

Engineering Change Orders (ECO). The ECO module provides a centralized location to control item revisions, bill of material changes, and more. E-mail notifications are sent through a web-based approval process to the individuals responsible for each step, requiring review and/or approval, and facilitating the exchange of ideas. “With ECO, it’s easy to communicate changes without tying personnel up in meetings,” says Forest.

Real-Time Production Monitoring. IQMS' Real-Time Production Monitoring supports machine management in true real time. All aspects of production are tracked immediately as parts are being made and applied to the shop orders, automatically updating the schedule and finished product counts. The results of this embedded solution are improved efficiency, visibility, and productivity. "With this capability, our supervisors can see at a glance where support is needed," notes Forest.

Prize-Winning Performance

When asked if Dymotek would have won the Processor of the Year Award without having IQMS in place of its former systems, Forest's response is adamant: "No way! We never would have experienced the growth. We grew 111 percent in three years. Without IQMS, there is no way that we could have delivered on that much new business. We actually grew 62 percent in one year, with a highly complex launch of three different machines, and with an intense level of training. We went from about 50 people to 100; not only did we pull it off, but at the end of the year, a major OEM gave us an award for service excellence."

According to Forest, IQMS was a major key factor in this success. The system keeps them disciplined. They must play by rules that keep them executing at a high level.

Among the modules Forest cites as strongly supporting Dymotek in the award competition are Asset Management and Training. Asset Management supports on-time delivery. Dymotek's molds are in that module, which means that preventive maintenance is occurring on the molds, eliminating the run-to-failure-type scenarios that cause a host of problems. The training module allows Dymotek to see their personnel skillsets and determine what specific training is needed as well as if individuals are capable of running authorized processes.

"The whole system provides a foundation of support that lets us efficiently and effectively execute the outputs we need, which are best-in-class," says Forest. "A lot of what IQMS does is 'behind the scenes' work; the system is intertwined with every aspect of the business."

Strong Support from the Get-Go

Forest describes the IQMS company as a "complete partner" from day one. "We've never had a problem with support," he remarks. "If I have an issue and need it corrected, I need to know I'm not at the end of a list of 100. IQMS has always been very responsive to our needs."

In particular, Forest has found that leveraging IQMS' Professional Services group has been extremely beneficial. Previously the company had a master scheduler where people would pick and choose to complete the schedule; however, Professional Services came in and showed a better way to schedule. Additionally, the company wasn't processing fixed and standard costs in a manner that optimized



inventory management. Again, IQMS was called in to remedy the situation. In both instances, an IQMS Professional Services consultant spent a day or two at Dymotek working with the company to analyze the situation, then provided a solution for better, more robust performance.

“Typically the consultant went away for a few months, and when they’d return everything was working great,” says Forest. “That was because they left us with a lot of assignments; completing those tasks instilled the discipline to do things the right way.”

For all the benefits Dymotek has garnered through its use of IQMS, Forest believes the best is still to come. “As we get better and more confident in using the services IQMS provides, we continually find other things that we could be doing,” he concludes. “We just keep peeling back the onion to reveal new layers, and that’s exciting. It’s a very powerful system, but you need to be smart about your approach and leverage the resources you have at hand.”

That’s what Dymotek plans to do. If the assessment of their industry peers is any indication, you can be sure that they will.

IQMS[®]
Manufacturing Software

becomes

DS DELMIAWORKS



NISSAN CHEMITEC AMERICA LEADING AUTOMOTIVE SUPPLIER ACCELERATES LEAN OPERATIONS

Case Study



As of January 2019, IQMS is becoming DELMIAWORKS, joining the global manufacturing powerhouse Dassault Systèmes and its portfolio of innovative brands.



AUTOMOTIVE SUPPLIERS' ADVANTAGE

Competing in an industry where a large number of suppliers vie for comparatively fewer customers, Nissen Chemitec America understands the necessity of lean manufacturing. As a leading manufacturer serving automakers like Honda Motor Company of America, Inc™, Toyota Motor Company, and Ford Motors, Nissen Chemitec America relies on technology to drive lean initiatives. From its inception in 1988, the company was managing enterprise operations with an AS/400-based system, which was eventually replaced with an enterprise resource planning (ERP) software that promoted its design for automotive manufacturers. However, while the latter system conformed to automotive customers' stringent requirements, it hindered Nissen Chemitec America's ability to advance lean manufacturing principles. Thus, the company began looking for a more tailored ERP solution—one built specifically for contract manufacturers serving the automotive industry.

"We were working for the system rather than the system working for us," explained Mike Hopkins, production material control and MIS manager at Nissen Chemitec America. "Our old system was designed for suppliers of the Big Three automakers, so it didn't meet many of our needs. It was cumbersome, required heavy data entry, and though we were striving to be lean, it blocked our efforts because of all the things we had to do to maintain it."

Nissen Chemitec America needed a fully automated system that not only adhered to the automotive compliance requirements like electronic data interchange (EDI), Labeling, and quality functions, but was also robust as well as scalable.

"We wanted an ERP package that understood our particular business. If a system didn't understand family molds or multiple cavitations running at the same time, it would have cost us more in terms of efficiency and maintenance," said Hopkins. "But as a supplier to major automakers, we also had to comply with our automotive customers' quality standards and business transaction requirements."

Ultimately, Nissen Chemitec America found the best solution to be EnterpriseIQ from IQMS. With specific functionality designed to meet the challenges auto suppliers face day to day, EnterpriseIQ helps manufacturers like Nissen Chemitec America stay flexible and lean within the distinctive confines of industry compliance and ever changing customer demands.

"We selected EnterpriseIQ because it uniquely supports our business from every angle," confirmed Hopkins. "In the past when we had two parts running on two machines with two operators, our old system might calculate cost or capacity accurately, but not both. With EnterpriseIQ both are correct, even for machines that make multiple parts. EnterpriseIQ delivers the perfect combination of manufacturing-specific functionality and automotive industry compliance standards. As a Tier One automotive supplier, we see that as a definite advantage."

SPEEDING EDI TRANSACTIONS

EnterpriseIQ from IQMS fully supports Nissen Chemitec America's lean initiatives, unlike the company's previous ERP system, which impeded lean progress in a number of ways. For example, their previous system was built upon multiple databases that required repetitive data entry

Return on Investment

- Optimized operations to secure additional business from largest customer
- Reduced shipping errors from as many as 40 per month to zero
- Improved internal and customer communications
- Reduced maintenance costs more than 70%
- Eliminated excess data entry

Hardware

Oracle database with Windows-based PCs.
IQMS eCommerce Partner
Lexicom by Cleo

Software

EnterpriseIQ™ ERP software system
Electronic Data Interchange (EDI)
RealTime Production Monitoring
Wireless Warehouse Management System (WMS)
Quality Management
Shop Data
Human Resources
Payroll
Fixed Assets
Time and Attendance, and more.

across various modules and functions. Additionally, the previous package was not automated and had limited bar code scanning capabilities. Scheduling was done manually using spreadsheets and production data had to be keyed in separately for reporting. Perhaps one of the most significant areas of concern for Nissen Chemitec America was the fact that, though the system supported EDI, the actual transactions were sent via modem, which was slow and delayed the company's ability to find and correct problems before and after they occurred.

"Our customers want quality parts, in the correct quantity, on time, and at a competitive price," explained Hopkins. "In the automotive industry EDI is a major component in a supplier's ability to deliver that automakers want. With our old system, 80 percent of the time we couldn't respond fast enough to EDI errors because the data transfer was slow. This problem was magnified with our biggest account because that customer's plant is only 40 minutes away, so shipping errors were arriving at the plant before we could catch them."

With modem-based EDI, Nissen Chemitec America was paying between \$3,200 and \$3,600 monthly to transmit data and support customer requirements. Furthermore, the company was experiencing between 30 and 40 EDI-related shipping errors per month. With EnterpriseIQ in place, Nissen Chemitec America reduced its monthly EDI cost by roughly 90 percent to only \$300 and eliminated most shipping errors altogether.

"We literally turned the IQMS system on and started shipping error-free immediately," said Hopkins. "And EnterpriseIQ EDI is so much faster and easier to use it's helped us speed communication and better fulfill our customers' requirements for data transfer and labeling. Now our customers are happier, and we're saving time and money."

The IQMS EDI module is seamlessly embedded within the EnterpriseIQ system, which operates entirely within a single database, so Nissen Chemitec America has no cumbersome third party hardware interfaces to manage. Incoming EDI files are automatically translated into the ERP system, instantly updating all pertinent records. Outgoing files are automatically transferred back to customers and suppliers. And there's never a need for manual data entry, so Nissen Chemitec America benefits from accurate, automatic and timely communication across its entire supply chain.

"We literally turned the IQMS system on and started shipping error-free immediately"

—Mike HOPKINS, Production Material Control and MIS Manager

REAL-TIME POWER

Nissen Chemitec America relies on EDI data to set daily schedules, forecast demand, and communicate with customers and suppliers alike. Within the EnterpriseIQ system, Nissen Chemitec America's EDI pushed data is elevated to new levels of accuracy because the company also uses RealTime Production Monitoring by IQMS. Part of the EnterpriseIQ system, RealTime provides an easy, cost-effective means for Nissen Chemitec America to capture and use shop floor data, truly in real time, as production occurs.

RealTime Production Monitoring connects each work center to the EnterpriseIQ database and allows Nissen Chemitec America to follow jobs as they move from the schedule through production. Because production data feeds directly into the ERP database, job status is automatically updated down to the minute. The system also supports powerful, graphical, scheduling screens and reports that can be used by anyone, from anywhere—within the company or remotely—to assess job status, track downtime, view quality data and more.

"We added RealTime Production Monitoring so we could see what was happening on the shop floor without having to walk around," said Hopkins. "RealTime Production Monitoring allows us to step up our processes where we might be having a problem. With RealTime Production Monitoring and Shop Data our operators can see what a machine is doing and be proactive in catching issues before they get out of hand."

Prior to implementing EnterpriseIQ, Nissen Chemitec America used an infinite schedule based only on demand. Now, RealTime uses a graphical, finite schedule to assess not only machine capacity but labor capacity as well. Taking it one step further, Nissen Chemitec America also utilizes the comprehensive Quality Management suite of products to control pre-production items and Statistical Process Control (SPC). By monitoring all aspects within one system, data is communicated more quickly, without error, and available for review at any time.

“Before we were operating with only half the picture,” said Hopkins. “But now we have control over every part of the equation, from purchasing and scheduling to on-time delivery for every part we make. EnterpriseIQ gives us real power over our processes because it’s user-friendly, comprehensive, and allows everyone in the company access to the same timely data.”

LEAN SUPPLY CHAIN, DYNAMIC FUTURE

As a single-source system, EnterpriseIQ is written, developed and supported by IQMS with all modules built on one database. This means the functionalities Nissen Chemitec America relies on, such as the EDI Translator, Finite Scheduling, Purchasing, RealTime Production Monitoring, and Quality Management, work in unison within the system to ensure tighter control and better visibility over the company’s procedures and processes, both internally and externally.

“We are now managing a leaner supply chain,” said Hopkins. “That simply isn’t as possible with an ERP solution made from component parts, or one that did not understand the inner workings and external pressures automotive suppliers must manage to remain competitive. Any other system would have presented higher maintenance costs and diminished efficiency. With EnterpriseIQ we’ve reduced maintenance costs alone over 70 percent, and achieved lean objectives like reduced cycle time, automated workflow, and the elimination of redundant processes.”

Nissen Chemitec America’s customers have seen the difference, too. With less delivery errors, better quality, and streamlined communications in place, the company secured additional business from its largest customer.

“From undergoing an extensive certification process with our largest and most stringent customer to supporting our specific lean manufacturing initiatives, IQMS has proven a true partner in our business,” said Hopkins. “In an industry as dynamic as the automotive industry, IQMS is the one constant we will continue to rely upon as we move into the future.”

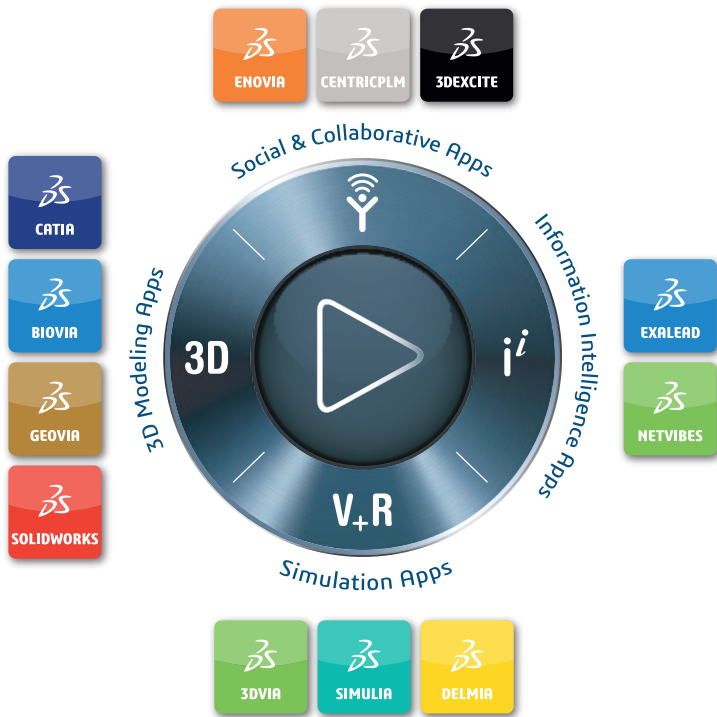
In Brief

As a leading plastic injection molder serving automakers like Honda Motor Company of America, Inc.™, Nissen Chemitec America has traditionally relied on technology to drive lean initiatives. Since its inception in 1988, the company has utilized several different systems to manage enterprise operations; however, these systems were not designed to meet the specific needs of automotive injection molding suppliers, so they often blocked the company’s lean efforts. When Nissen Chemitec America set out to find an ERP system, it was looking for a system that could better support plastics manufacturers serving the automotive industry. Ultimately, Nissen Chemitec America selected EnterpriseIQ from IQMS because it delivers manufacturing-specific functionality and automotive industry requirements in a single-database system. Since installing EnterpriseIQ, Nissen Chemitec America has optimized operations to secure additional business from its largest customer; eliminated shipping errors; improved internal and customer communications; reduced maintenance costs more than 70%; and eliminated excess data entry.

Nissen Chemitec America, a leading plastic injection molding company, supplies quality plastic parts to leading automobile manufacturers such as Honda Motor Company of America Inc.™, as well as to a diverse range of other leading manufacturers around the world.

Founded in 1988 by Nissen Chemitec Corporation of Niihama, Japan and Ohio based steel company Worthington Industries, Nissen Chemitec America is now owned and operated solely by Nissen Chemitec Corporation.

With over 250 employees at its London, Ohio plant, Nissen Chemitec America is ISO certified and provides a full range of quality solutions, including: research and development; design services; mold building; injection and insert molding; finishing; assembly; and just-in-time (JIT) delivery.



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