

MAS 200

CUSTOMER

Smokey Mountain Chew, Inc.

www.smokeysnuff.com

CORPORATE PROFILE

Headquarters

Darien, Connecticut

Type of Business

Non-tobacco snuff manufacturer

Number of Locations

One

Number of Employees

Eight

SYSTEM PROFILE

Computer System

Microsoft Windows NT

MAS 200 Modules in Operation

- Accounts Payable
- Accounts Receivable
- Bank Reconciliation
- Bill of Materials
- General Ledger
- Inventory Management
- Material Requirements Planning
- Purchase Order
- Sales Order

There in a Pinch for Smokey Mountain Snuff

Snuff dippers love having a good pinch between the cheek and gum. And when they want a fine-tasting tobacco-free alternative, they reach for Smokey Mountain Snuff.

Smokey Mountain all-natural herbal blend in Classic, Wintergreen, Cherry and Arctic Mint is America's original and best-selling tobacco-free snuff.

Unrealized Potential

When he joined Smokey Mountain Chew as CFO in January 1999, Dan Calandro discovered that a great product doesn't automatically provide great margins. After conducting a thorough financial and operational review, he found that Smokey Mountain's quality and profitability fell way short of its tremendous potential.

Their inadequate off-the-shelf accounting package was part of the problem. It had to be replaced with a system that could handle Smokey Mountain's complex manufacturing and distribution operations. Calandro selected MAS 200.



Boosting Quality and Profitability

Quality assurance was Calandro's initial concern. Product taste and texture were inconsistent from batch to batch. This called for tighter manufacturing controls, closer production monitoring and batch analysis.

"My first move was to create a formula and production sheet, which identified each ingredient and its associated costs," says Calandro. "This way exact ingredient quantities would be released per batch and tracked as they moved from raw materials to work-in-process through finished goods."

CHALLENGE

Obtain an advanced business solution that can provide complete management of a complex manufacturing/distribution operation, including quality control and profitability.

SOLUTION

MAS 200 manufacturing and distribution modules.

RESULTS

Exceptional process and profitability analysis; Precise P&Ls for strategic management; Identified and rectified manufacturing issues; Improved product quality; Saved \$20,000 in bill-backs; Increased margins by 20%.

“MAS 200 has everything I expected, and more. Our margins are way up, and we have total control over our manufacturing process.”

Dan Calandro
CFO
Smokey Mountain Chew, Inc.

Through MAS 200, a yield analysis report was created utilizing a standard deviation schedule to highlight significant variations by batch. Some batches yielded 1,500 one-ounce cans, while others yielded as many as 3,000 cans. By pinpointing production dates and associated yields, MAS 200's Bill of Materials module allowed Calandro to establish a quality control matrix.

Almost immediately, patterns emerged. The longer raw materials spent in work-in-process (sometimes up to 10 days) the more it settled, became dense, and lost moisture and flavor. So Calandro established new criteria to ensure that batches were systematically mixed one day and canned the next, dramatically improving both product quality and yields.

Guidelines were created in the Bill of Materials module for all steps in the manufacturing process, giving Calandro criteria for refusal. The onus of responsibility then fell on the contract manufacturer. Materials falling outside of the criteria are now destroyed, and the costs plus a service charge are billed back to the contract manufacturer. Bill-backs totaled \$20,000 during the first year.

Here's how Calandro's system works. When a batch moves from work-in-process to finished goods within the MAS 200 Bill of Materials module, a posting shows the yield. A poor yield posts a debit to the

profit and loss, while a good yield posts a credit. The same is true when raw materials are transferred to work in process. By way of the profit and loss statement, Calandro immediately knows if a problem exists, and whether it is due to yield or cost.

“That one line in the P&L says it all. The figures jump off the page, and I can immediately take the steps to rectify the situation,” he says. Before Calandro's tenure, physical inventory reconciliations were performed annually. “I can't understand how any company operates with anything less than quarterly inventory checks,” he comments. “We perform physicals monthly. If nothing else, they are a great way to double-check your manufacturing accounting.”

MAS 200 helps Calandro maintain exact inventory quantities. His data is so accurate that he once identified the exact date that a bucket of flavoring was accidentally tipped over at the factory. The contract manufacturer subsequently reimbursed Smokey Mountain for the loss. Improved quality and consistency have factored into double-digit growth for Smokey Mountain Chew. Furthermore, margins have improved by more than 20 percent. “MAS 200 was everything I expected, and more,” Calandro says. “Our margins are way up, and we have total control over our manufacturing process.”



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