



Manufacturing Case Studies

Many of our projects have a common thread that can be applied to any manufacturing facility. The following case studies utilized a 9 point program that delivered to our clients the best opportunity for success.

1. Determine the situation as it now exists and chart and document the work processes used
2. Perform time studies and observations of the existing processes; break them down into smaller parts/elements
3. Identify accurate labor and process times, waste and opportunities for improvement in the existing processes
4. Benchmark the existing process to the potential new process, performing a gap analysis and utilizing best practices identified
5. Develop the comprehensive new process and or make improvements to the existing
6. Trial run of the new process (leverage a Pilot site/team as best fits the situation)
7. Work out the bugs from the new process to achieve steady state, gain agreement from stake holders to move forward
8. Document, train and Implementation of the new processes
9. Measure the progress and provide sustainability support as needed

Following are Two Case Studies of Projects that were executed utilizing this approach.

Case Study 1: Preparing a company that manufactures water sports equipment for a potential acquisition

- Company valued at \$11MM
- Flat rate growth year over year while the industry was growing at 18% annually
- No Real Operations Strategy
- Low employee morale
- Low Productivity

Results of the project:

- Improve the return on investment in 90 days (ROI) by 205%
- Improve productivity by 35%
- Increased time off (lowered overtime) for employees at increased wages = high morale
- Eliminate 4 warehouses
- Increase the value of the company from \$11MM to \$22MM
- Establish Operations Strategies
- Company was acquired for \$22MM before the end of year

Case Study 2: One of the world's largest fiberglass production companies with significant quality and production challenges

- Significant challenges with quality, productivity, cost, overtime
- Work process were not standardized or well managed
- Production lines were not consistently performing
- Employee morale suffered significantly
- A major focus to improve quality control was needed
- Revamping the way work was performed and managed was a major focus

Results of the project:

- \$17.7MM Improvement on one production line in one facility in 4 months, ROI <60 days
- These changes were then extrapolated to their other facilities across the world putting the savings over \$100MM on an annual basis
- This was accomplished with
- Improving the overall quality control processes
- Workforce management improvements