



Leading Industrial Product Manufacturer Implements Lean Daily Management System to Enhance Operations and Drive Growth

Manufacturer and supplier of specialized industrial equipment leverages enVista's operations strategy services to achieve 60% ROI and generate hundreds of thousands of dollars of cost savings



ABOUT

A leading manufacturer and supplier of industrial products – with discrete assembly and sub-component manufacturing processes – brings decades of experience bringing innovative solutions to the marketplace.

CHALLENGE

The manufacturer has ambitious plans for growth and aimed to nearly triple its revenue within the next five years. To achieve this significant expansion, management recognized the need to optimize their operations and improve efficiency.

The key challenge faced was executing their parent organization's operational excellence program to enhance operations and meet aggressive growth targets. The enVista team came highly recommended by the manufacturer's parent company, however, the initiative faced delays due to the disruptive impact of the COVID-19 pandemic and other operational challenges.

SOLUTION

The goal was to develop and implement a deployment plan centered around a tiered operating system for daily improvement. This strategic solution aimed to efficiently manage and enhance operations to support the company's expansion.

The key components of the plan included a comprehensive deployment strategy, ensuring the effective execution of the tiered operating system within a designated timeframe. Concurrently, enVista prioritized building trust with both management and employees, demonstrating a commitment to deliver on promises and offering unwavering support to address any concerns or challenges that arose during the implementation. Moreover, an environment of open communication and candor was fostered, encouraging honest feedback and the identification of improvement opportunities.

To further empower the workforce, a tailored operational excellence training program was meticulously crafted and rolled out to over 150 employees at the company's primary site. This



training aimed to equip the staff with the necessary skills and knowledge to actively contribute to the ongoing operational improvement efforts. Through these concerted efforts, the client set the stage for a culture of continuous improvement and positioned itself for successful growth and increased efficiency.

RESULTS

The implementation of the tiered operating system and operational excellence initiatives yielded impressive results for the manufacturer. Some of the key outcomes were as follows:

- **Effective Tiered Operating System:** The tiered operating system was successfully deployed throughout the organization with Tier 1, Tier 2 and Tier 3 meetings functioning efficiently. This structure enabled effective management and continuous improvement at all levels, driving improved employee engagement.
- **Cost Savings:** By documenting cycle times of processes during a Line Balancing project, the company identified potential savings of \$250,000. Additionally, the analysis revealed the opportunity to redeploy two personnel, resulting in an additional \$110,000 of labor savings.
- **Reduced Rejects and Cost Avoidance:** A focused kaizen event targeted a molding process and its defects which resulted in a 25 percent reduction. This improvement not only enhanced product quality, but also avoided costly tooling upgrades amounting to \$120,000.
- **Impressive ROI:** Within a span of nine months, the operational excellence initiatives delivered an impressive ROI of 60 percent, showcasing the effectiveness and impact of the efforts undertaken.



Overall, the successful implementation of the operational excellence program played a pivotal role in positioning the manufacturer for sustainable growth and achieving their aggressive revenue targets. The company now stands stronger with optimized operations and a culture of continuous improvement, ready to embrace future challenges and continued growth.

enVista trained us, helped us set up the various components of the system, guided us, challenged us, gave us tips and hints on how to improve and became our coach for nine months. Because of the enVista team, we have internalized driving improvements through key operational metrics of safety, quality, delivery and cost. enVista left us in good hands by giving us final key learnings that we still use today.

– VP of Operations