



## NEW OPERATIONS YIELD SUPERB RESULTS

### The Problem

A major manufacturer of aerospace components in Ohio was faced with increasing facility costs in an antiquated building. Labor costs were high, productivity was low and capacity requirements were increasing. The company did not think it could grow capacity and compete with its current costs by remaining in the same location. This company needed to know what improvements were available and if they were enough to offset rising costs in the current location. And if not, what improvements could be expected in a new location and where should that be. The company turned to The ACCESS Group (TAG) to assess opportunities and to develop an operations scenario that would create future growth.

### The TAG Team Solution

The ACCESS Group (TAG), along with a small group of key company personnel, led the company through an operations analysis to determine the potential of improvements in both the current site and a green-field site. Through a detailed analysis of personnel, equipment, cost drivers, and the facility, the TAG team presented the optimized scenarios for both locations. With all costs included, it was determined the most advantageous opportunity was in a new site. Concurrently, the company located a new and existing facility near one of its current operations in Georgia. When leveraging the minimum conversion costs needed in the facility and the ability of using existing local management capability during start-up, the decision to move became unquestionable.

With this new information and the availability of this facility, TAG and a small company team began the execution planning for the building modification and the relocation. TAG's Lean Team analyzed the existing operations and flow, the equipment currently used and anticipated, and the labor content needed to meet the new capacity requirements. These operations included heavy machining, robotics, chemical processing, and component assembly (approximately 75 major pieces of equipment and fixturing). While not being able to move directly into a continuous flow operation, the opportunity existed to develop a layout and flow that would allow the company to move toward that goal in the future.

The TAG Team, working closely with selected company personnel, began the arduous task of planning the layout for the new facility, the required building modifications, and the operations transition plan. Through careful planning and sequencing, the plan was developed to minimize production and customer impact. In some areas, the team was able to move duplicate equipment in such a way that functional production capability was never eliminated. TAG's project managers also worked with the company and with state and local training agencies in the new location to prepare and initiate training programs for new employees prior to the arrival of production operations. With well planned training, local management input, and transitional experts from the old facility, operations were flawlessly begun with superb results. The learning curve was extremely steep and important productivity improvements were developed.



### The Outcome

Production flow and productivity improvements were attained at the outset of operations. The original production area of 127,000 square feet was established in a space of 71,000 square feet (44% reduction). Flow improvements reduced travel distances by 45-85%. Along with the lean flow layout, production quality increased significantly. A head-count reduction of 37% was experienced as a result of the initial transition and was reduced again at full production. Inventory requirements were carefully analyzed and reduced during the transition period. Production operations were begun on the established start-date and full production was achieved ahead of schedule. The first fully manufactured product was shipped less than 30 days after the old facility was shut down. Analysis targets were met, the facility was modified, the relocation was executed, the customers were happy, and TAG provided the leadership, focus, and experience that allowed this client to run their business and move their business smoothly and simultaneously.

**For information on how TAG can assist you  
call: 877-824-3647 or visit [www.tag.bz](http://www.tag.bz)**

*"Helping Companies Do Today What Others Won't...  
...So That Tomorrow, They Can Do What Others Can't."*

