

How this manufacturer of HVAC compressor technology significantly improved its production capacity.

This leading manufacturer of HVAC compressor technology had recently completed a state-of-the-art production facility but was still struggling to meet rising demand. Rapidly rising sales required them to double production in a matter of months, even though performance levels had flattened. The production goal seemed daunting

Recognizing the urgency of their situation, the management of the company decided to seek outside assistance. Turning to a familiar resource, they retained USC Consulting Group, a management consulting firm specializing in process improvement, to help them leverage their investment in new plant and equipment.

USCCG began by conducting an in-depth two-week feasibility study during which they reviewed the entire assembly process from front-end planning to product shipping to determine what kinds of changes could realistically be implemented on short notice. At the conclusion of their analysis, USCCG presented a tailor-made project proposal that would quickly meet the most pressing needs and continue to foster progressive improvements over the long term.

Once engaged, the USCCG team worked with plant personnel to thoroughly analyze each step in the assembly process. Specific opportunities for improvement were discussed each day with key plant personnel and managers. Together they identified problems and quickly eliminated or minimized those that were eroding plant capacity.

New efficiencies were found in areas such as mixed-model scheduling, component part flows, service department support, equipment downtime, and preventive maintenance, as well as in communications and coordination among and between team members.



Key Metrics

Units produced per-line-hour increased	.62%
Productivity improved	.18%
Scrap lost per compressor reduced	.73%
Overtime cost per compressor cut	.22%
Number of changeovers in production decreased	.15%

This USCCG-led engagement produced significant results throughout the company.

During the course of the engagement, prototypes were set up at each station to define optimal output. USCCG personnel were on the production floor around-the-clock. They supported plant employees from almost every department at all levels, on all shifts, as they actively participated in the diagnostic process, eagerly identifying opportunities and formulating action plans.

Changes were made by the hour, leading to a gradual upturn in the production numbers. The pace then accelerated as more prototypes were rolled out into additional areas. Soon the 25% to 30% improvement projected in USCCG's feasibility study was surpassed; the actual increase in output in the first 15 weeks of the project soared by more than 50%.

This outstanding success, accomplished under extreme pressure, was attributed to USCCG's unique ability to blend the technical knowledge of in-plant personnel with its own wealth of experience acquired over decades of work in a broad range of industries.

"The latest project outcome is what we have come to expect from USCCG over the years," said the vice president of manufacturing. He was so satisfied with the outcome that he introduced USCCG to a sister facility. "They are experienced hands-on professionals that help us focus on realistic goals, work well with our people, and deliver outstanding results. We want to explore the opportunities for working with them again here," he concluded.

And, a few months later, that's exactly what they did.

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VP, Manufacturing
HVAC Technology
Manufacturer



First we make it work. Then we make it last.

Principal Locations:

6200 Courtney Campbell Cswy, Tampa, FL 33607 (813) 636-4004

875 North Michigan Avenue, Chicago, IL 60611 (312) 944-5920

5925 Airport Road, Mississauga, ON L4V 1W1 (905) 673-2600

www.usccg.com

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