



CASE  
STUDY

Competitive Business Solutions

# TIMING IS EVERYTHING: MEETING DEMAND FOR CRITICAL PRODUCT LINES

A designer, manufacturer and integrator of high-technology military product, this company lacked the capacity to meet its customers' demands, resulting in extreme customer dissatisfaction that had progressed to drastic measures. Because of contractual penalties, the company stood to lose money and orders if it could not meet promised delivery dates.



## INDUSTRY

Aerospace and Defense  
Company

## SOLUTION AREA

Operational Excellence

## BUSINESS CHALLENGE

The challenge was to assess the capabilities of the client's distributed manufacturing environment and design and implement a lean production system to double production capacity in a relatively short time period.

*“CBS’s ability to formulate a strategic plan with senior management while working shoulder-to-shoulder with the team on the floor to execute that plan, all while creating that sustainable platform to assure a seamless hand-off is unparalleled.”*

— CEO, Aerospace and Defense Company

## SOLUTION

- CBS thoroughly studied the client's production facilities and capabilities and recommended the most appropriate production system based on the volume and variation of the products.
- The consultants determined the theoretical lead time of each product line and used that to establish strategic objectives for each area.
- Process improvement personnel in each area of the client company were engaged fully to ensure that changes to the production system would be sustainable.
- A team of CBS consultants and the client + company necessary assembly personnel:
  - Developed capacity tools for critical product lines and incorporated these tools into sales and operations processes.
  - Identified and eliminated non-value-added activities.
  - Implemented a takt-based system in a low-volume, high-mix environment that divided tasks into day buckets.
  - Trained operators and leadership in the new system.



## RESULTS

- Doubled shop capacity in four months
- Reduced product lead time from 50 days to 13 days
- Increased productivity by 40%, resulting in a return of approximately \$10 million over a two-year period
- The production line has sustained these improvements with little outside intervention

**Ready to optimize the transformation of your organization?** We can help.

**REAL BUSINESS CHANGE. FASTER THAN YOU THOUGHT POSSIBLE.**

Our operational problem-solvers bring unmatched industry experience, creative thinking and a collaborative approach to every client engagement. Call us at **973-509-0110 x147** for a private consultation to learn how we can help you with your continuous improvement efforts.