

PROJECT BRIEFING

OPERATIONAL PROCESS IMPROVEMENTS FACILITY PLANNING

"With labor costs being the company's largest cost driver, the need to grow without increasing labor is a major factor in deciding to stay in Pennsylvania or move the company to lower labor cost areas . . . We are truly happy with the results."

Chief Executive Officer
Campania International Inc.

Project work completed in partnership with PA Agile program and the Enterprise Systems Center of Lehigh University.



Campania International Inc., founded in 1984, is an importer and wholesaler of garden-related products including polyethylene, terra cotta, glazed pottery, cast iron and fiberglass planters as well as classic garden structures and cast resin statuary. Sales are mainly by catalog to landscapers and garden centers.

PROJECT OBJECTIVES

To streamline the production and material flow in the molding cells to reduce material handling and operational waste.

To increase operational productivity in the molding cells.

To develop a new facility layout with an optimized production flow and incorporation of new equipment.





PROJECT SUMMARY

ESPI personnel gathered, reviewed and verified all current production and facility data as well as data generated through observations and shop floor studies. Following the preparation of an as-is detailed layout, time studies were conducted and process information collected to form the basis for analysis of how identified production improvements would be incorporated into the new facility. The areas of analysis included 5-year growth projections, the impact of the addition of new products, improvements in material flow, storage and handling, lean/cellular manufacturing, automation, line balancing, and the introduction of new, more efficient equipment.

Recommendations were made for short- and long-term process upgrades. Operational and equipment improvements were rank ordered and accompanied by estimates of costs and associated benefits. With this information, Campania can make informed decisions on how they choose to pursue their improvement projects.

In addition, ESPI prepared an optimized layout for the new facility with production and flow designs for both current and future needs. The detailed layout incorporated the flexibility to expand and contract the operation as future needs dictate.

RESULTS

-  Annual operational savings of \$250,000
-  Productivity improvement of 20 - 30%
-  Return on project investment of 8:1
-  Ability to grow without increasing labor costs.

