

Case Study: Steam Turbine Manufacturer Wellsville, New York

Opportunity

- A lagging demand for steam turbines had left the facility severely underutilized and slated for closure. Reduced manpower and facility neglect eroded the established processes and equipment. However, a recent spike in demand in the energy industry created a need for the products produced at this plant. TPT was asked to rebuild processes and implement Lean tools and methodologies to increase throughput, reduce excessive waste and costs, and improve quality.

Scope

- Production plant design, layout and 5S implementation.
- MRP enhancements and utilization, buyer training.
- Inventory strategies and reduction of on-hand stock.
- Setup and execution of “Kaizen Events.”
- Improve JIT manufacturing to eliminate WIP and waste.

Successes

- Reduced inventory orders by \$600,000 and identified an additional \$1.5 million of opportunities.
- Established manuals and guidelines for GD&T inspection to improve in-station process control.
- Improved throughput of Diaphragm production by 50%.
- Instituted a Quality Containment program that identifies areas of weakness and produces a plan for permanent corrective action.

