



INDUSTRY: Special Materials Manufacturing

RELATIONSHIP: Jun. 2021 - Aug. 2022

INITIAL SCOPE:

- Lean manufacturing for capacity increase in pharmaceuticals
- Improved product development, lead time, and quality for the space suit division

RESULTS:

- Reengineered the factory lines for flow instead of batch
- Labor productivity increased by 35+%
- Revenue growth by 40+%
- Cost of manufacturing reduced by 18%
- Operational excellence material developed and launched
- Program management office designed and launched
- First past yield improvements
- SpaceSuit Program Management to meet NASA timeline
- Re-layout of the entire sowing floor for the spacesuit assembly



SUMMARY:

EK's focus was to re-engineer ILC Dover's factory lines for flow instead of batch. Improving quality and visual management as a result. We worked alongside associates and manufacturing leaders to implement lean concepts that yielded a reduced cost of manufacturing by 18%. Worked with a cross-functional team in the spacesuit assembly area to re-layout the sowing floor for flow, quality at the source, and visual management. Implemented tier meetings across pharmaceutical and spacesuit areas to identify and solve problems.





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INITIAL SCOPE:

- Workforce development structure
- Onboarding plan
- Buddy system

RESULTS:

- Comprehensive employee development structure with a progression plan
- Onboarding and employee orientation training developed
- Skill development training modules helped to put together
- The buddy system program was created and implemented successfully
- Defined and implemented high-performance team model

Hours of Training	Team Members Trained	Employee Retention Rate Increased to	# of Buddies Trained in All Shifts
200	150	88%	30

SUMMARY:

EK worked alongside the leadership team to close the gap and develop a workforce development structure for their employees. The goal was to retain new employees after onboarding. The number increased from 60% to 88%. Along with this, the buddy system was developed to create a positive onboarding experience for employees. EK successfully trained 30 buddies across all shifts to be in the program. All these things lead to defining and implementing high-performance teams that are now collaborating, innovating, and producing consistently superior results.





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INITIAL SCOPE:

- Cost of poor-quality design and launch

RESULTS:

- Identified opportunities for reduction in the cost of poor quality
- Identified opportunities for reducing customer dissatisfaction
- Provided a way to measure the improvements as a result of the actions taken
- Aligned the quality goals with the company goals
- Established operational excellence as a core foundation for quality cost delivery
- Provided a means to benchmark areas of the business to each other

Opportunities Identified	Actions Completed	Cost of Quality Savings Identified	People Trained
32	30	\$4M	25

SUMMARY:

EK trained and worked alongside a cross-functional team to assess opportunities to improve their cost of poor quality in 3 areas: prevention cost, appraisal cost, and failure cost. We measured and documented a baseline of these costs and worked towards identified actions. We reduced the cost of poor quality by applying lean techniques such as standard of work, 5S, and quality at the source. We created a scorecard for ILC to track the progress of their COPQ program and to manage improvements going forward.

