

Testimonial:

"AKA and Tim Vickers helped us relaunch our lean initiative and pursuit of process improvement. After merging and moving we needed advice on where to start and how to get the quickest return on our investment. We have followed the plan started and monitored by AKA to continue this improvement. The reduction in labor has given us the time to properly cross train people to allow for a more stable day-to-day running of production and a less stressed workforce."

Richard Fields, President
Post Glover Resistors, Inc.

Company Profile:

Founded in 1892, Post Glover Resistors produces resistors at its Erlanger, Kenton County, Kentucky facility. The Kentucky-based company employs 110 team members who deliver a variety of resistors to their industrial, utility and transit customers. Post Glover brings the broadest line of neutral grounding resistor products and the most engineering experience in the industry.

Situation:

As a longtime KY MEP client, Post Glover and its employees have embraced Lean Manufacturing through classroom training and subscription [Kaizen Days](#) to address continuous improvement needs. With the acquisition of another resistor producer, integration pains were evident. Richard Fields, President determined 3 areas to improve; on time delivery, direct labor expense and optimization of Engineering.

Solution:

The merger brought many changes in personnel, product lines and even a new building so in order to regain focus, Fields worked through Wade Williams, Senior Vice President-Business Retention & Expansion/Manufacturing Projects for Tri County Economic Development Corporation to find a competent partner to lead change. They found Tim Vickers, AKA Project Manager, whom had led a past PG facility through a Lean transformation. After taking a key employee group through an [Introductory Lean class](#), Vickers assembled a smaller team to [map the Value Stream](#) and uncover opportunity to achieve the goals set forth by PG Leadership. They identified the total Lead-time from quote to shipment, Inventory of orders in office and shop as well as the order touches, downtime and bottlenecks.

After the Current State was identified, the team brainstormed and red-lined the map for an improved Future State. Some breakout ideas were to add manpower in programming, improve scheduling and monitor uptime on Turrets. In total the team identified 83 Action Items to become a roadmap for change over the next 12 months.



Direct Results:



Netted 12% reduction in unnecessary labor content in both office and shop.



On-time delivery went up from 86% to 89%.



The engineering department is achieving design standards to reduce unneeded product variation.