

LIGHTING THE WAY TO WORLD-CLASS LEAN

ABOUT SELUX CORPORATION. Selux Corporation is a high-end manufacturer of architectural luminaires, located in Ulster County's Highland, New York. The company started its humble roots in 1948, in Berlin, Germany, with a mission to bring light into a dark time—brightening up the lives of Berliners with simple, affordable battery powered lamps. The craftsman shop grew into a global company, now with five hundred employees worldwide. The Highland operation generates over 65 percent of total revenue for the company by designing and manufacturing high-end—often customized—light fixtures.

THE CHALLENGE. Michael Seckler, Vice President of Manufacturing at Selux Corporation, attended an HVTDC event focused on Performance Benchmarking. HVTDC (a NIST MEP affiliate now doing business as Manufacturing and Technology Enterprise Center - MTEC) event presenter and Principal Lean and Quality Systems Engineer David Tooker caught the attention and interest of Seckler, and an important business relationship began shortly thereafter.

MEP CENTER'S ROLE. Seckler hired Tooker to conduct Lean training and coaching for Selux, with a focus on cellular manufacturing and improving performance on the Exterior Lighting Production Line. Tooker used Lean Six Sigma techniques and a “Do, Train, Educate” approach to help the Selux team reconfigure the production area to a focused cell. The team engaged in a 6S workplace organization effort in the production area, and then participated in a formal Lean 101 training. Next, the Selux team began a thorough review of the production flow and established a new layout with new benches in support of single piece flow. Tooker's training and coaching helped the company to reduce cycle time and improve first pass rates, on-time performance, and overall area efficiency.

"Finding the time in a fast-paced commercial manufacturing environment for focused improvement is difficult," said Tooker. "The Selux team members on this project were wonderful and fully supported and provided the key ideas required for this success. Improvement is easy with committed team members." The company is sustaining the 6S organization, improving line communications between employees, and reducing plan vs. actual assembly time.

"Dave Tooker became an integral part of our staff, working side-by-side with our cross-functional team to make this all possible. Dave involved the entire team and his presence and insight is apparent every day."

-Michael Seckler, Vice President of Manufacturing

RESULTS



Assembly Cycle Time reduced by **80%**



On time performance is at **95%** or better



Improved line communication between employees

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