

ADDRESSING CHALLENGES OF RAPID GROWTH

ABOUT T-H MARINE SUPPLY INC. T-H Marine has been serving the recreational boating industry since 1975. During this 41 years, T-H Marine has been an innovator and leader in designing and manufacturing the highest quality boat parts and accessories. T-H Marine has grown from a three-person company manufacturing a few parts, to a 200+ employee conglomerate of three companies, manufacturing thousands of different products. T-H Marine is a family founded and owned company with the main facility located in Huntsville, AL. The company also have wholly owned subsidiaries Innovation Plastics located in Madison, AL and CMC Marine located in Duncan, OK.

THE CHALLENGE. Over the past 4 years, T-H Marine has experienced extreme growth. The company has grown from 48 employees to 70 employees and seen sales growth of 20% since 2012. While the prosperous advances are exciting, they also bring growing pains. The company engaged the Alabama Technology Network (ATN) Center at the University of Alabama in Huntsville to help establish a Lean Production System to help adapt the company's culture, processes, and strategy to accommodate the challenges of rapid growth.

MEP CENTER'S ROLE. ATN, part of the MEP National Network™, began its partnership with T-H Marine with initial training on Lean Concepts for key leadership including the President/CEO, General Manager, Purchasing and Production Managers, Sales and Customer Service, and all department managers. A value stream mapping activity was conducted with the core leadership team and a desired future state was developed. As a result of the value stream mapping effort, four kaizen improvement events were completed in the Rod Organizer assembly area, Shipping, Warehouse, and the Jack Plate assembly area. ATN facilitated the events, which involved teams of T-H Marine employees from all levels of the organization to problem solve and make improvements to the areas, along with generating the excitement of a budding continuous improvement culture. Over 20 employees have been involved in the kaizen improvement efforts.

"The company's decision to use ATN has been one of the largest culture shifts in our 40-year history. It has been an incredible shift in trust for the company, in team building and in growth management. Our team loves that we are asking them to work smarter and not harder. I am a true believer not only in the lean system ATN preaches, I am a disciple in how dramatic an improvement it can make..."

-Jeffery Huntley, Jr., General Manager

RESULTS



Over **50%** of the workers are "brand ambassadors" - trust is at an all time high



\$125,000 investment



Saved **\$25,000** in obsolete/inactive products



Production output improvement of 15-20%



Backorders reduced to less than **\$100,000**

CONTACT US



135 South Union Street
Suite 441
Montgomery, AL 36104



(334)293-4673



www.atn.org

