

A CULTURE OF CONTINUOUS IMPROVEMENT PROVIDES COMPLETE CUSTOMER SATISFACTION

ABOUT KOSO AMERICA INC. Rexa, Inc., designs, manufactures, services and distributes a complete line of industrial grade linear and rotary self-contained electro-hydraulic actuators and damper drives. With 120 employees, Rexa's principal facilities are located in West Bridgewater, Massachusetts. The company has distribution, service, and repair operations in Houston, Texas, as well as a number of regional sales and service offices in the Americas, Europe, the Middle East, and Asia. The privately held company serves the core vertical global industries of power generation, oil, gas, mining, and water supply.

THE CHALLENGE. Rexa learned about the Massachusetts Manufacturing Extension Partnership (Mass MEP), part of the MEP National Network™, through the Michigan MEP center. Already familiar with the value of Lean manufacturing, Rexa asked Mass MEP to re-introduce these concepts to the company's workforce. Company leaders asked Mass MEP to provide a broad curriculum of Lean training that would touch all areas of the organization. The programs included Principals of Lean Manufacturing, Value Stream Mapping of order processing and accounting, Systematic Layout Planning (SLP), Focused Kaizens, Project Management, and Team Involved Problem Solving. Rexa's executive management supported the efforts by creating a cross-functional team with senior management sponsorship and support to ensure sustainability.

MEP CENTER'S ROLE. The Lean Sustainment team, along with the majority of their colleagues, participated in the above-mentioned training programs. The initial improvement efforts reduced work-in-process, improved overall productivity, and improved the operations layout. The company's expansion led to the restructuring and relocation of its Hammel Dahl valve manufacturing division to a new facility, and the SLP techniques helped to create a highly efficient layout while minimizing construction costs. Rexa employed a Continuous Improvement Process by implementing new programs with a cross-section of organizational disciplines so that all areas of the operation consider themselves stakeholders. One of the focused Kaizen projects concentrated on improving Rexa's industry-leading delivery reliability to an even higher level, while simultaneously maintaining quality and providing shorter lead times. These efforts were intended to enhance customer value by minimizing disruptions due to supply variations. Finally, Rexa's executive management went even further by implementing a mentorship program where Mass MEP provides ongoing guidance for the Lean sustainment team.

"In the realm of engineered-to-order process control equipment, this has led to the highest level of customer confidence that Rexa will deliver to their precision requirement. On time, every time!"

-Wally Lueders, Director of Business Development

RESULTS



Achieved **100%** on-time delivery performance in 6 months, up from 90.8%



Business doubled over three years



Client efficiency increased by as much as **5%**



Customers see a return on investment quickly

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