

VETERAN-OWNED MANUFACTURER CREATES PLAYBOOK FOR SUCCESS

ABOUT PHOENIX STAMPING GROUP, LLC. Phoenix Stamping Group (PSG), in Atlanta, Georgia, is a 30-year-old veteran-owned manufacturer of sheet metal and rod products for the trailer, automotive, material handling, and agricultural industries. By focusing on a defined set of industries, PSG is able to expand its product base and expertise to become an integral part of their customers' supply chain. As a supplier of critical component parts, the strength of their strategy lies in a market focus and customer-driven approach.

THE CHALLENGE. PSG has been practicing the Hoshin Kanri model, a management process that aligns an organization's functions and activities with its strategic objectives, every year since 2008. As the company grew, so did the need for continuous improvement, and President Brandyn Chapman knew he needed to bring in the experts. Enter Larry Alford, region manager, and Mike Stonecipher, group manager for leadership and strategic development, for the Georgia Manufacturing Extension Partnership (GaMEP) at Georgia Tech, part of the MEP National Network™.

MEP CENTER'S ROLE. In 2017, Stonecipher and Alford worked with the PSG team and began facilitating several trainings, including managing for daily improvement (MDI), a training that increases overall teamwork and development of key performance indicators within an organization, and the Hoshin Kanri initiative.

"We learned and understood Chapman's vision, and created a training plan to help develop their team," said Stonecipher. GaMEP delivered front line leadership trainings in problem solving, process improvement methods, and leadership to approximately 50 shop floor leaders. Building upon this success Stonecipher continued to work with Chapman and his leadership team on training the entire PSG organization of almost 300 people on Hoshin Kanri. With the growth of PSG, Chapman formed PHX Holdings, a holding company for all of the business operating units, and began acquiring manufacturing companies that were static in their growth strategies. He again engaged the GaMEP team to assist by facilitating "The Playbook" methodology that Stonecipher helped to develop (People + Lean + Strategy = Success) as part of a scaling up strategy.

Today this "playbook" is being applied to new acquisitions and the company had a record year of increased revenue in 2020. PSG has also embarked on a journey of advanced manufacturing and automation. They continue to partner with GaMEP to help in their expansion into technology, and leading the automation model to teach them how to onboard new technology.

By investing in their workforce, and sharing in the success from the shop to the top, Chapman and his team have kept employees engaged and motivated. PSG has been able to truly live their company motto - "Customers First, Employees Always."

"GaMEP has become a trusted advisor who understands our line of work and enables us to find the right resource. They fill a void that was missing for us at PSG."

-Brandyn Chapman, President of PSG and PHX CEO

RESULTS



Increased revenue by **500%** over the last 8 yrs



Increased inventory turns by **50%** with Hoshin Kanri



Implemented employee profit sharing, bonus incentives, and annual retreats



Created a playbook on how to run a company that has enabled business growth and acquisitions

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