

UNIVERSAL SOLAR PRODUCTS, INC.

ABOUT UNIVERSAL SOLAR PRODUCTS, INC. Universal Solar Products manufactures solar water heaters and water tanks for the residential and institutional markets in Puerto Rico. Their production facilities are located in Toa Baja, Puerto Rico. In addition to their administrative and sales personnel, they have 40 employees in production activities. Quality, labor cost improvements and effective materials management are essential for remaining competitive in this highly-competitive market.

THE CHALLENGE. The supply chain disruptions caused by the COVID-19 pandemic were a real challenge due to long lead unique items used by the company. Unique items shortages were affecting their ability to serve the customers. At the same time, the plant manager, who also managed the materials and inventory control function, resigned and left the company. The general production foreman also presented his resignation. Finding suitable replacements for these two key operational resources was a real challenge and, also, critical for satisfying the plant's current level of customer orders and preparing for the projected sales increase as the pandemic restrictions were relieved.

MEP CENTER'S ROLE. Universal Solar Products' president called upon PRIMEX, part of the MEP National Network™, to assist in mitigating this situation, which threatened the livelihood of the company. After analyzing the situation, especially the supply of critical production materials, one of PRIMEX's experienced consultants was assigned to assist the company with the day-to-day operations and material management. Also a young industrial engineer, already working at the plant under contract with PRIMEX, was named production supervisor to handle production control and employees. PRIMEX then assisted with quickly finding another young engineer to fill his previous position.

"PRiMEX services were instrumental to our company, their expert assistance at the time when it was most needed. With their assistance we were able to turn a potential disaster into a very successful year for the company. We at Universal Solar Products are very grateful of all their support and assistance."

-Moises Almansa, President

RESULTS



9 created or retained jobs



\$1,200,000 in new or retained sales



\$650,000 in cost savings

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