

HB&G

Industry

SIC- 2499 Wood Products. NAICS 33999 – Other Miscellaneous Manufacturing

Company City

Troy

Company State

Alabama

HB&G

Company Profile:

HB&G is a manufacturer of fiberglass and pre-fabricated porch columns, porch posts and accessories. Its Troy, Ala.-based manufacturing facility employs about 350 with a reported annual sales volume of \$50 million. Recognized as a leader in the pre-fabricated building column industry, HB&G's product line includes such brands as *PermaCast*, *PermaWrap*, *PermaLite*, and others.

Situation:

HB&G's Troy, Ala. facility suffers from inefficiencies in product manufacturing line stability and equipment up time, and an unbalanced workflow. As a countermeasure, the company is beginning its Lean Continuous Improvement (CI) journey. In February, 2012, an eight-member team of its senior management team participated in a Lean Certificate Series facilitated by the ATN-Auburn University center. Participants were trained in the process of continuous improvement, trained to recognize the eight primary waste areas of Defects, Over Production, Waiting, Not Utilizing People, Transportation, Inventory, Motion, and Extra Processing. They also were coached in the use and application of the Lean CI tools for alleviating process waste, the techniques and methodology of 5s, standard work, visual management systems, Quick Changeover, Total Productive Maintenance and sustaining CI initiatives.

Assistance:

The objective of this five-day intensive CI training is to begin the skills development of individuals charged with managing the success of CI within their organizations. One of the key objectives of Lean CI is to utilize existing resources for making process improvements and to first seek out the most effective and efficient use of those resources to reduce and control costs.

Results:

The company immediately credited the five-day training with enabling it to avoid an expensive equipment purchase and generate an equipment cost savings of \$25,000.

Plant Manager Rober Lacy wrote to ATN-AU a few days after undergoing the training:

“All of the HB&G Team had a great time (in the training) and the information presented to us has sparked a new enthusiasm for the business. I see great things happening in our future. As a result of the Auburn training ... we have an immediate savings of \$25,000 due to change-over improvement. I was convinced that we needed one additional spinning machine in plant 3 which cost \$25,000 in capital expense. We solved the problem Thursday after day four of the training class.”

This is the beginning of the type of results that implementing Lean CI can enable within an organization. ATN-AU is maintaining an active dialogue with HB&G and may be able to help the firm further in mapping out and undertaking its lean journey.

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