

LEAN PRINCIPLES IMPROVE PROCESS FLOW, INCREASE SALES

ABOUT NAMMO COMPOSITE SOLUTIONS. NAMMO is one of the world's leading providers of ammunition and rocket engines for both military and civilian customers. Headquartered in Norway, the international aerospace and defense company has office locations in 14 countries and 2,200 employees across more than 30 sites. NAMMO's site in Salt Lake City, Utah, known as Nammo Composite Solutions, has just over one hundred employees, and over 20 years of experience in providing composite design and manufacturing services for the commercial, aerospace, and defense markets.

THE CHALLENGE. Nammo Composite Solutions needed to identify and eliminate waste in the manufacturing process and increase output in order to support new requirements from its Department of Defense customer. Lacking the necessary in-house expertise, company leaders called on the University of Utah Manufacturing Extension Partnership (MEP) Center, part of the MEP National Network™, for assistance.

MEP CENTER'S ROLE. The U of U MEP Center conducted a Value Stream Mapping (VSM) event at the Salt Lake City facility to help address some of the issues NAMMO was experiencing. MEP Center staff worked with the TOW Missile cell's cross-functional team to document the current state and establish SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound). The team identified improvement ideas to support the SMART goals. Next, they designed a future state, and prioritized improvement projects based on impact and complexity.

NAMMO successfully reduced part travel by co-locating process steps, and throughput capability increased in the facility. MEP Center staff trained and coached the teams on Lean principles and waste identification, and the company is benefitting from cost-savings as well as a significant increase in annual sales.

"The University of Utah MEP Center helped us understand that we didn't need major facility changes to increase flow. We simply needed a systematic approach to eliminate the waste and to fully implement some basic process flow rules. They respected that we had a facility to run and were flexible when hot issues came up. It was clear they were interested in training us to meet our needs rather than ensuring we follow their exact process."

-Andrew Christensen, Program Manager

RESULTS



\$3,640,000 in increased annual sales



\$10,000 in cost savings



30% reduction in part travel



40% increase in throughput capability

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