

# Harper International Corporation

## Firm Benefits

- Job-specific result Project A
  - One month early delivery
  - 35% decrease from budgeted manufacturing hours
  - \$98,000 material cost saving
- Job-specific result Project B
  - On time delivery – a three week delivery improvement over prior, similar projects
  - 100 hours less than budgeted manufacturing hours
- Job-specific result Project C
  - On time delivery, a two week improvement in schedule
  - Manufacturing area proactive in setting of sequences & priorities for timely completion of jobs
  - Established Point of Use storage for materials, tools and information
  - Established new communication mechanisms between shop floor & management
  - Focus on necessary actions to meet the next milestones
  - Utilization of standardized design & methods where possible
  - Implementation of detailed Gantt charts and the discipline to abide by them

## Project Management

Harper International Corporation is an OEM supplier of high temperature thermal systems and associated spare parts for sale throughout the world. It was founded in 1924, and currently occupies three buildings in an industrial area of Lancaster, NY. Current employment is approximately 105 people. Harper is best characterized as a custom designer, manufacturer and international marketer of engineered equipment.



Harper employees test and assemble electrical system to furnace.

### Situation

Due to increasing worldwide marketplace pressures, Harper International recognized the need to improve its competitiveness, both in terms of cost and delivery.

Recent experience gained in outsourcing work over-flow to third party shops, supported the opinion that shop floor productivity of Harper International Corporation's in-house manufacturing operations needed to be improved.

### Solution

Harper International contacted Insyte Consulting to help improve their shop floor productivity. In the course of the assessment phase of the project, the Insyte Consulting and Harper team recognized the need for the manufacturing function to become more proactive in the successful completion of Harper's projects. Success in this area is measured in on-time delivery to the customer and against internal budget constraints. In order to be successful in this endeavor, the manufacturing personnel recognized the need to take on greater responsibility in developing project build schedules (timeline and sequence of events) and managing their resources to effectively meet these timeframes and budgets. In order to accomplish this, the decision was made to develop the project management skills of both the shop floor supervisors and shop employees.

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"Insyte Consulting was the catalyst we needed at Harper to take our project management efforts to a higher and much more productive level."

James Gouck, Vice President

**Our experience improves your business**

In the project implementation phase, the team of Insyte Consulting professionals and Harper executives took advantage of the opportunity to select a series of ongoing and upcoming projects in order to develop, improve and implement project management skills. Harper's current structure changed with the facilitation of Insyte Consulting to get the shop floor personnel more involved in the establishment and creation of the manufacturing schedule. These changes included establishing the manufacturing function in a leadership role of the project teams. Gantt charts were created which included engineering, purchasing and manufacturing milestones. Insyte Consulting facilitated a process for publishing meeting minutes and documenting upcoming agendas. In addition, creative ideas were generated focusing on exceeding the upcoming deadlines and budgetary constraints. Communication was increased between all Harper departments by involving affected personnel, using feedback boards and holding meetings directly on the shop floor.

Successful results were obtained at Harper by: 1) focusing attention on exceeding the customer's expectations; 2) questioning all aspects of the manufacturing process; 3) utilizing this project management approach.