



Alphanova Consulting

EFFECTIVE SOLUTIONS. LASTING RESULTS.

Mattress Manufacturer Drastically Cuts Lead Times

LEAD TIME REDUCTION OF

79%

We helped this client reduce their lead times by **79%** from 14 to 3 days.

LABOR PRODUCTIVITY
IMPROVEMENT

20%

We improved productivity by **20%** by improving the flow of the operation and eliminating delays.

LABOR COST SAVINGS

\$900K

The productivity improvements resulted in **\$900K** of direct labor savings for this client.

“Dan coordinated & spearheaded the Lean journey at the Fort Worth plant and was a driving force in Fort Worth's rise to the top 10% of Sealy plants in productivity as well as quality.”

Jack Swain | Regional Continuous improvement Coordinator

Tempur Sealy International, Inc., together with its subsidiaries, develops, manufactures, markets, and distributes bedding products in the United States, Canada, and internationally. It provides mattresses, foundations and adjustable foundations, and adjustable bases, as well as other products comprising pillows, mattress covers, sheets, cushions, and various other accessories and comfort products under the TEMPUR, Tempur-Pedic, Sealy, Comfort Revolution, and Stearns & Foster brands. The company sells its products through third party retailers, including third party distribution, hospitality, and healthcare; and company-owned stores, e-commerce, and call centers, as well as offers Cocoon by Sealy branded products through online. It also operates a portfolio of retail brands, including Tempur-Pedic retail stores, Sleep Outfitters, Sleep Solutions Outlet, SOVA, and other retail brands. Tempur Sealy International, Inc. was founded in 1989 and is headquartered in Lexington, Kentucky.

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The increased competition from Chinese-made products resulted in the client losing market share and increasingly spending more labor hours to deliver the product.

The sales function had the challenge of competing with less expensive products with similar lead times from Chinese manufacturers. The business had challenges in delivering the product due to:

- Poor product flow
- Piecework compensation (paid per unit produced vs hourly wage) which created safety hazards and fostered a speed first, quality second culture
- High warranty costs
- Very inefficient operations filled with waste

At the end of our engagement with this client, the operation had reached an efficient and improving level of performance. The systems that were put in place for strategy deployment and tactical management gave the leaders the infrastructure to continue to drive profitable growth. The client was able to recover the market share they had been lost.

We identified opportunities in the business and used a three-phase approach:

- **Phase 1 – Create Flow & Workplace organization:** The first task was to create flow within the facility, modify worker compensation structure, and improve workplace organization.
- **Phase 2 – Cellular Manufacturing & Standardization:** We began eliminating batch production, creating product cells and standardization of all processes.
- **Phase 3 – Systemizing:** In the last phase we focused on training leaders on the Lean Daily Management Process, established a productivity metric, best practices sharing process, and rolled out strategy deployment for the leadership team.

About Alphanova Consulting

We help manufacturers achieve and sustain operational costs reductions of 20%+, improve on-time delivery to 99%+, and reduce defects to improve product quality to 99%+. These changes help our clients grow company profit margins by up to 25%.

We have developed and used a *proven approach* to ensure businesses achieve and sustain significant performance improvement. Our consultants have over 15 years of experience working with organizations and developing their capabilities.

Our approach is based on the following belief:

Ideal Behaviors + Ideal Processes = Ideal Results

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