

## The Progressive Manufacturer of the Year Finalists

### SMALL COMPANIES

**Winners in this category are manufacturers that have demonstrated mastery of multiple disciplines. Past winners, for example, have successfully implemented broad-based initiatives that dramatically improved operational efficiency while also**

improving integration and employee education and training. Progressive Manufacturer of the Year winners also typically have implemented projects that transform multiple functions within the enterprise, from the plant floor to the supply chain. This year, for the first time, *Managing Automation* is presenting two Progressive Manufacturer of the Year awards, one for large companies with revenue of more than \$1 billion and one for smaller companies.

PROGRESSIVE MANUFACTURER OF THE YEAR / SMALL

### SANMINA-SCI®

**COMPANY:** Sanmina-SCI Corp.  
**HEADQUARTERS:** San Jose, CA  
**SIZE OF COMPANY:** 100-499 employees; \$25M-\$50M in revenue  
**INDUSTRY:** Electronic manufacturing services  
**PRIMARY PRODUCT LINE:** Plastic molding and aluminum die cast manufacturing  
**NAME OF PROJECT:** LSI assembly line lean efficiency improvement  
**PROJECT OBJECTIVE:** Keep assembly work stateside; apply automation and lean project initiatives to increase efficiency of the line; eliminate unnecessary assembly operations and reduce cost of components  
**TECHNOLOGIES EMPLOYED:** Autodesk's AutoCAD, MasterCAM; Oracle; PLC  
**ACCOMPLISHMENTS/ROI:** Improvement in pieces per hour and quality; total hard cost savings of \$518,059; total soft cost savings of \$8,375,680; cost reduction due to proposed recycling of cardboard boxes that components are shipped in; increased productivity; seldom have quality returns; quoted a new generation assembly and able to compete worldwide

PROGRESSIVE MANUFACTURER OF THE YEAR / SMALL



**COMPANY:** Masco Corp.  
**HEADQUARTERS:** Taylor, MI  
**SIZE OF COMPANY:** 1,000 or more employees; \$500M-\$1B in revenue  
**INDUSTRY:** Construction equipment  
**PRIMARY PRODUCT LINE:** Home improvement and building products; installation of insulation, kitchen, bath, cabinets, countertops  
**NAME OF PROJECT:** Building Tomorrow Together (bt2)  
**PROJECT OBJECTIVE:** Leverage business growth, pursue process improvement and technology enablement, and automate control environment; move to common product nomenclature, use common systems, automate product configuration process, and create scalable processes to accommodate significant growth  
**TECHNOLOGIES EMPLOYED:** Oracle E-Business Suite  
**ACCOMPLISHMENTS/ROI:** Improved SG&A leverage, builder price effectiveness, sales force productivity, pre-order management, customer care and accounts receivable efficiencies, deduction management, customer portals, supplier quality, sales and operations planning, management practices

PROGRESSIVE MANUFACTURER OF THE YEAR / SMALL



**COMPANY:** Golden Grain Energy, LLC  
**HEADQUARTERS:** Mason City, IA  
**SIZE OF COMPANY:** 20-49 employees; revenue N/A  
**INDUSTRY:** Industrial organic chemicals  
**PRIMARY PRODUCT LINE:** Uses fuel-grade ethanol and wet and dry distillers as feed for local livestock producers  
**NAME OF PROJECT:** Next Generation of Biofuels Production Facilities  
**PROJECT OBJECTIVE:** Double production by adding a second production line; keep capital expenditures low; minimize the need for additional personnel; maintain flexibility amid fluctuating oil prices  
**TECHNOLOGIES EMPLOYED:** Rockwell's Pavilion Technologies; Siemens APACS Control System  
**ACCOMPLISHMENTS/ROI:** More easily adjust production in response to market demands; work around raw material and energy price volatility; higher product quality and consistency; lower maintenance costs; minimized need for additional workers on new line; increased productivity by 115%; increased yearly ethanol yields to 115 million gallons from 100 million; increased revenue; improved product margins



**COMPANY:** VirTex Assembly Services, Inc.

**HEADQUARTERS:** Austin, TX

**SIZE OF COMPANY:** 100-499 employees; \$10M-\$25M in revenue

**INDUSTRY:** Electronic Manufacturing Services

**PRIMARY PRODUCT LINE:** Electronic manufacturing services; high-mix, low-volume assemblies; complex surface mount assemblies; systems integration; system assembly; final packaging; product fulfillment

**NAME OF PROJECT:** Cooperative Global Competition Initiative

**PROJECT OBJECTIVE:** A business plan that offers delivery times for a custom, niche product that is sporadic in demand equivalent to what OEMs expect for their high-volume products from ODM suppliers

**TECHNOLOGIES EMPLOYED:** Omnify PLM; Software Arts

**ACCOMPLISHMENTS/ROI:** 58% sales revenue growth; 93% increase in net profit dollars; 31 new customers; 18% lower freight rates; manufacturing cycle time improved by 25%; headcount up by 35%; on-hand inventory cut by 30%; inventory turns on associated product up by 200%



**COMPANY:** New Belgium Brewing Co.

**HEADQUARTERS:** Fort Collins, CO

**SIZE OF COMPANY:** 100-499 employees; \$50M-\$100M in revenue

**INDUSTRY:** Malt beverages

**PRIMARY PRODUCT LINE:** Belgian style beer

**NAME OF PROJECT:** Enterprise Manufacturing Intelligence

**PROJECT OBJECTIVE:** Install an Enterprise Manufacturing Intelligence Execution System to improve inventory management, increase production accuracy, and improve quality control; decrease time for data input and reliance on paper documents; reduce time to access and analyze information; improve inventory management and training

**TECHNOLOGIES EMPLOYED:** Microsoft's Sharepoint server; Wonderware's ArchestrA

**ACCOMPLISHMENTS/ROI:** Track and trace capability: any bottle or tank can be tracked (finding 100% of them within 30 minutes); immediate information about how each shift is performing and how plant is doing on monthly or yearly basis; real-time visibility, increased quality control

# MANAGING **AUTOMATION** MEDIA

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