

AMERICAN NAIL PLATE LIGHTING Illuminates a Path to Growth

Since opening its doors in 1973, American Nail Plate Lighting, Inc. (ANP) established itself as an industry-leading producer of custom lighting fixtures for both commercial and residential customers. They meet their customers' detailed requests with an in-house engineering department that allows them to fabricate beautiful one-of-a-kind fixtures that enhance the look of any property while maximizing energy efficiency. This is in addition to a standard inventory of fixtures for indoor and outdoor applications.



All of this capability takes place with a staff of 50 in Montclair, California. That puts a heavy emphasis on avoiding inefficiencies and a continuous effort to expand its product line.

"In 2012, ANP was focused on growth. We wanted to take advantage of advancements in the field with LED lighting and develop new products," said Bob Foster, ANP Production Manager.

However, this required an investment in new processes, equipment and workforce initiatives.

ANP would need to reduce production costs and become more Lean in order to free up the needed resources to support product expansion.

ANP connected with CMTC in May, 2012 for a Lean project. CMTC's consultants helped ANP in numerous areas and particularly focused on reorganizing the company's production floor and storage areas to increase efficiencies.

"The new layout helped us work more effectively and reduced the number of materials we used during the production process," said Foster.

"CMTC's training allowed us to reduce production costs and invest resources in new product developments. The result was increased sales."

*-Bob Foster
Production Manager*

The company's procedures were also revamped around the new design. In addition to eliminating excess materials, the improved processes also helped the company reduce errors on the production floor. This saved ANP time and resources. ANP projects that it saved \$120,000 in production costs. The improvements also helped the company better serve its customers, resulting in \$300,000 in retained sales and 12 positions.

The project concluded in June, 2012 and the saved time and money allowed ANP to invest in the new equipment upgrades and practices needed to develop new products. By expanding its product line, ANP was able to offer new lighting lenses and lanterns, resulting in \$700,000 in new sales. The company hired 5 new workers to accommodate the increased demand.

“As a small company taking steps to grow, CMTC was an incredible resource. Their team helped us improve our production processes and guided us to become more efficient, Lean and organized,” said Foster.



FEATURED CUSTOMER

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