

# CSCRL SPRING SYMPOSIUM

DOING MORE WITH LESS

APRIL 3-4, 2025

ABSTRACT

---

## DOING MORE WITH LESS – THE 25 x 25 PROGRAM

LARRY MIKSIEWICZ

CHIEF MANUFACTURING OFFICER

EAST PENN MANUFACTURING CO.

---

East Penn has experienced a significant decline in productivity over the last few years. It has also been challenging to fully staff production operations. COVID and demographics are root causes. At the same time, we continue to receive robust customer demand and are pressured to maintain high levels of customer satisfaction.

Using the SMART methodology, this program's intent was to improve productivity in the Automotive Division by 25% in a 25-month period. Over 100 projects were established to support the program. Using Continuous Improvement, Project Management, Manufacturing Accounting and Marketing support, the focus areas include work center goal setting, LEAN, automation, scheduling, product redesign and policy changes.

After a slow start, we have achieved a dramatic increase in productivity. We now have a full awareness and focus by the management and supervisory teams.

We are currently at a 19% productivity improvement. A side benefit is reduced mandatory overtime.

In conclusion, we have made significant progress in reaching our goal. The journey continues. We are evaluating our next target, as we believe there are opportunities after 25 x 25 for improved productivity. Also, we are deploying this methodology in our other divisions.

