Making the whole manufacturing system work.

A founder-led executive transformation in complex industrial manufacturing

~4×
Sustained weekly output

~70%
Less actual order-to-shipment elapsed time

>70%
On-time delivery

THE OPERATING PROBLEM

A U.S. industrial equipment manufacturer faced escalating demand, a deep backlog, frequent material shortages, and customer delivery failures. Products required complex fabrication, electronics integration, outsourced processing, assembly, and acceptance testing.

WHAT THE DIAGNOSIS REVEALED

Production personnel repeatedly stopped because materials were unavailable. Planning teams could not reliably see inventory on hand, parts at workstations, or inbound supply. Engineering records and ERP data did not always agree; supplier quality and scheduling disruptions compounded the problem.

THE KEY INSIGHT

The factory did not simply need more assembly labor. It needed dependable material requirements planning, accurate inventory information, and coordinated execution across procurement, manufacturing, quality, engineering, and finance.

THE INTERVENTION

The COO led a six-month, three-phase transformation: implement disciplined MRP; synchronize physical and ERP inventory using barcode workflows; then expand and redesign warehouse, workstation, and material flow capacity.

Three phases. One connected operating system.

01–02

Planning

MRP discipline established first in Excel, then in NetSuite. The team corrected planning parameters, reviewed critical shortages daily, and coordinated procurement with production priorities.

03–04

Inventory

RF-SMART barcode control and synchronized physical / virtual bins improved materials visibility, transaction discipline, and point-of-use readiness.

05–06

Flow & capacity

Additional floor space enabled redesigned warehouse flow, production workstations, material staging, and outbound handling.

PROVEN OPERATING IMPACT

Weekly output increased roughly fourfold and the higher rate was sustained before improving further. Actual order-to-shipment time fell from approximately six months to approximately two months, not simply a change in promised lead time. Direct manufacturing headcount was essentially unchanged.

ADDITIONAL EVIDENCE

On-time delivery exceeded 70%. The reconfigured ERP supported the company's first successful lender-required wall-to-wall inventory audit.

Anonymized founder-led executive experience, not a Zenthesys client engagement. Figures rounded for confidentiality. Product, company, customer and supplier details are withheld.

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