

Hoist Does the Heavy Lifting

Hoist Liftruck relies on quality manufacturing and engineering expertise.

Hoist Liftruck Manufacturing Inc.
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A Pioneer

National Instruments enjoys real success with virtual instrumentation.



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Honeywell's Boyne City, Mich., operation serves the aerospace market.

HONEYWELL DIVISION BOASTS DYNAMIC MICHIGAN FACILITY

BY STACI DAVIDSON

Operating in Boyne City, Mich., for more than 54 years, Honeywell Sensing and Control's Precision Aerospace business produces actuators, position transmitters, cockpit and navigational equipment for military and commercial applications. Every system, certification and function of the manufacturing site is geared toward fulfilling its place in the complex, electromechanical niche of the aerospace industry.

"We do well with complex projects that are low volume, high mix, largely because we understand that our supply chain is critical – we must do well managing our supply chain and work with key suppliers," says Mark Marino, Honeywell senior product manager. "We also are highly flexible, organizationally, with our senior product development engineers frequently involved in supporting production – in addition to new product development activities. Having our lead engineers support every part of

the product lifecycle goes a long way in ensuring we are meeting our customers' needs, and also builds better engineers in the long-run. Strong cooperation between manufacturing and new product design engineers also allows us to do things quickly in target areas that other manufacturers may struggle with."

While growing its business through contracts to build legacy products, Honeywell is launching new products based on its strengths and experience in electromechanical aerospace products. "Aligning both the supply chain and factory toward complex electromechanical equipment holds the same benefit for new product launch as it does to win another contract for legacy equipment," Marino says. "Many companies have all but neglected legacy product lines or sold them off because they believe they are in the technology business of launching new product. They may not recognize the benefits of properly sustaining existing, valuable product lines like we do."

As an example, to succeed in a contract that will result in almost 30 percent growth, Honeywell has spent the last two years ramping up its operations and supplier base in its Boyne City facility. As a key success factor for this contract award, the oper-

PROFILE

Honeywell Sensing and Control
www.honeywell.com/sensing
 Mfg. site: Boyne City, Mich.
 Div. employees: 200
 Products: Electro-mechanical equipment
Mark Marino: "We are ramping up to be the best we can be."

» ation was required to completely reinvent manufacturing processes and supply chain intricacies for an electromechanical aircraft product designed in the 1940s, but still in wide use today. Aside from being very difficult to manufacture due to strict tolerances and materials, this is also a “very technically complex product,” according to Marino, and very few factories have the capability to technically understand, build and sustain something with this level of electromechanical complexity.

“We were awarded a much larger overall contract comprised of actuation, navigational and flight-control products based on our ability and willingness to take on this one key product,” Marino says.

As a part of that effort, Marino’s group succeeded in analyzing design dependencies, and then went further to automate calibration and testing of the product.

“We are in the business of producing complex electromechanical equipment – low volume, high mix,” he says. “Our success at this contract demonstrates why we’re in business and growing, while other manufacturing plants may shy away from this kind of work. We are ramping up to be the best we can be.”

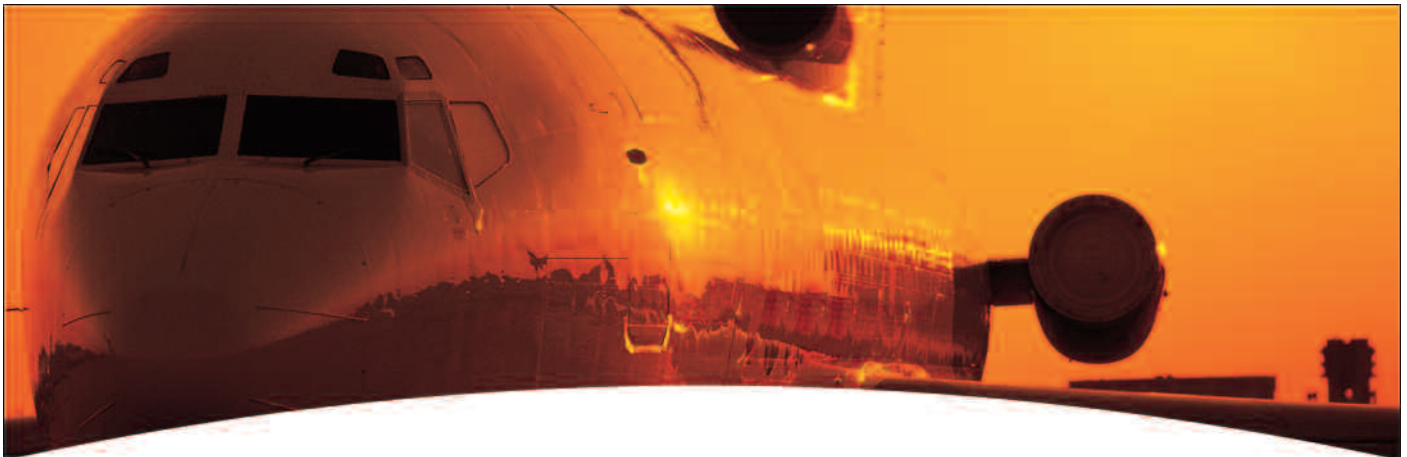
Honeywell mandates a focus on continuous improvement. Marino explains the facility cautiously implements lean manu-

facturing to its varied product mix, and has completed a number of very successful Six Sigma projects that improve yield and reduce cost of parts – some of which may have been designed before the current project engineers were born. The company is also deploying the Honeywell Operating System to improve operations through standardized work, direct visible product flows, immediate problem solving, and by allowing leaders to act as mentors to build shop-floor successes.

GROWTH IN A GLOBAL ECONOMY

As Honeywell Sensing and Control’s Precision Aerospace business grows, it will continue to focus on building its supply chain and enhancing its operation, Marino says. These tactics will allow it to remain competitive, he notes, and will be important in its ability to secure more contracts.

“This manufacturing site is extremely dynamic, and that is important for growth,” he says. “Everyone realizes the requirements for competing in a global economy. As a result of our commitment to remaining an important part of this industry, we work toward continuous improvement in the relationship with our suppliers and our processes. When changes are necessary, we welcome them.” **MT**

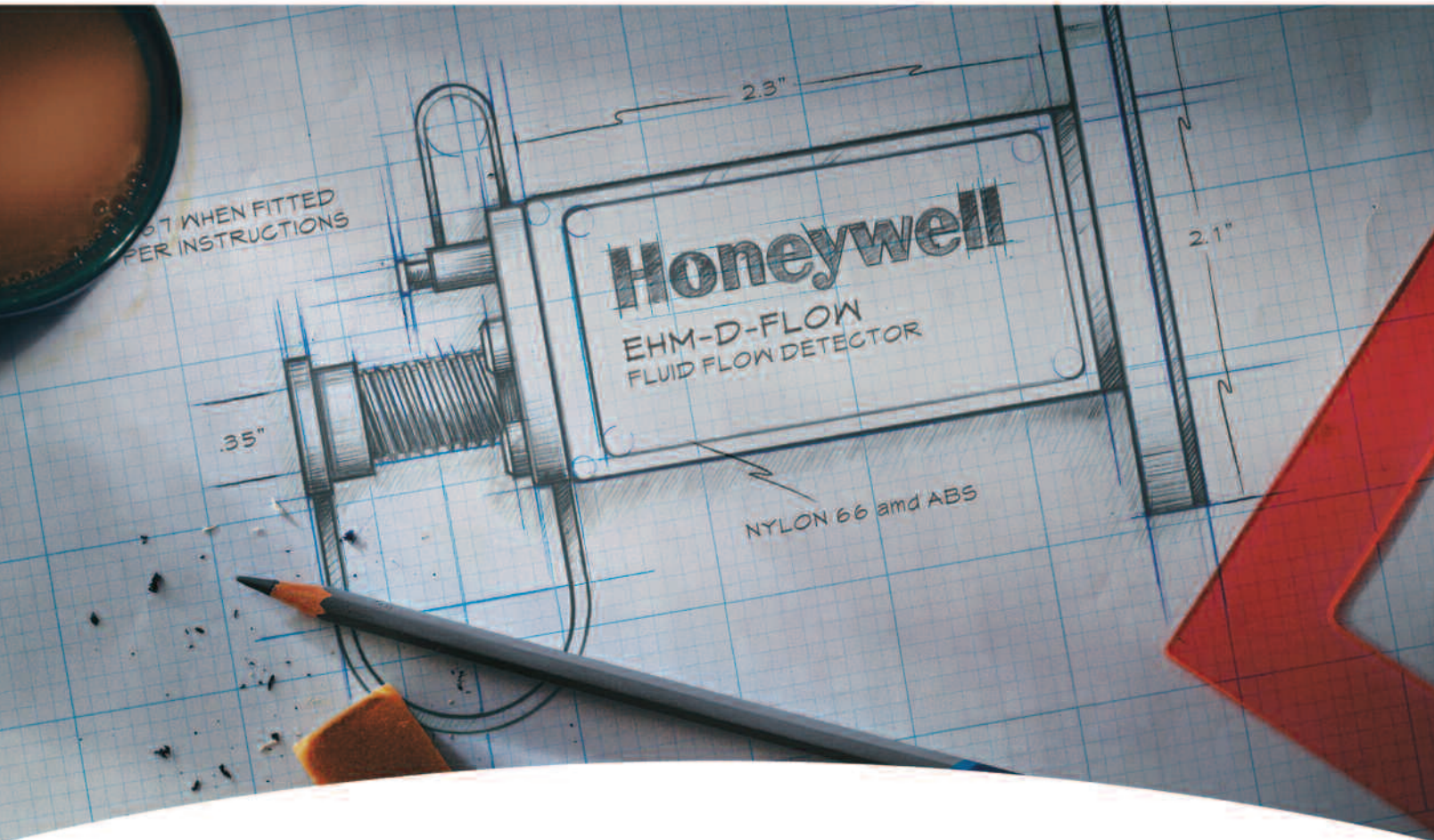


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