



Delivering Results to  
NYC Manufacturers



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# Helping NYC Manufacturers to Grow Top and Bottom Lines

We are proud to:



Be the Manufacturing Extension Partnership (MEP) affiliate for New York City

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Be part of a national network of organizations committed to reinvigorating U.S. manufacturing

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Have access to an unparalleled knowledge base surrounding manufacturing, technology and innovation capabilities

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Serve small and medium NYC manufacturers for over 25 years



# We Succeed When Our Clients Succeed

We deliver affordable services to our clients thanks to partial funding from the Empire State Development, the New York State Foundation for Science, Technology and Innovation, and the National Institute of Standards and Technology.

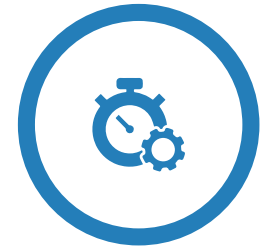
ITAC is the only NYC consulting and training organization audited by an independent third party that ensures that we constantly deliver positive financial impact to our clients. Specific metrics are tracked and directly tied to our continued funding.

# Manufacturing in NYC Can Be Challenging

ITAC assists manufacturing companies that are facing such critical issues as:



Declining sales



Low productivity



Low or no profitability



Inadequate waste disposal



Inefficiency in production and organization



Miscommunication in the workplace



Inadequate space /facility layout





# Seven Ways We Deliver Value

ITAC works with clients to deliver both results and capabilities through one or a combination of the services below:

- **Education and Awareness**
  - Focused seminars and workshops covering topics that matter
- **Consulting**
  - Facilitation, knowledge transfer and in-depth analyses to help you solve problems, seize opportunities and implement change
- **Assessments**
  - Comprehensive evaluations of your current practices and recommendations for improvement
- **Decision-Support**
  - Thorough analyses designed to support your important decisions
- **Project Management**
  - Project management responsibilities as needed
- **Coaching and Mentoring**
  - Ongoing support of CEO and key Management to enable better decisions
- **Training**
  - Transfer knowledge to management and employees to enhance performance



# Seven Areas of Expertise

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We offer a wide range of services thanks to our experienced team of business professionals, which includes internal and external consultants as well as the MEP's nationwide network of experts.



Business Growth



Financial Planning



Continuous Improvement



Supply Chain



Quality & Certifications



Sustainability



Workforce Development

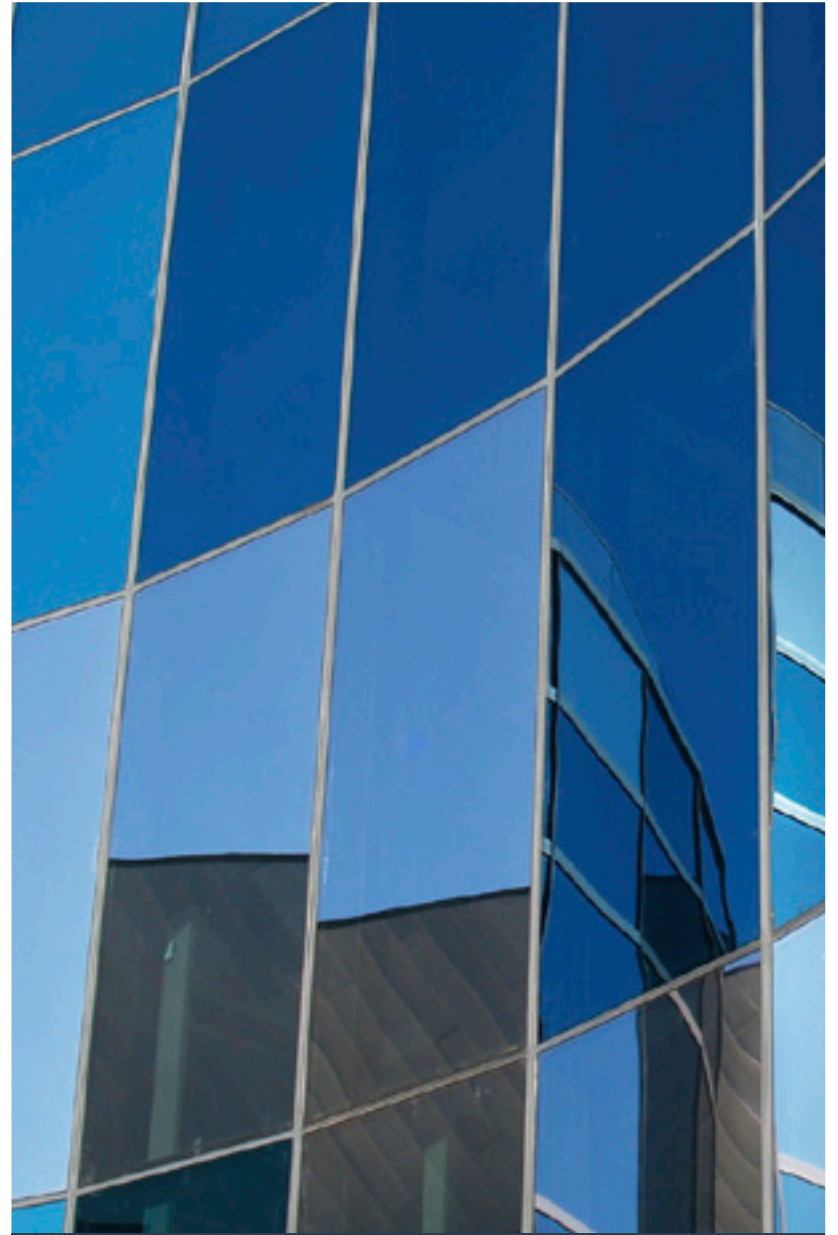
# Business Growth

How do I identify new markets for my products?

Where can I find more qualified leads?

What's the best way to create and introduce new products?

How can I get more out of my website investment?





# Business Growth

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ITAC helps companies at every stage: start up faster, sustain profitability longer and innovate for continued growth.

## Lab

Business Model  
Manufacturing plan

## Prototyping

Supply chain  
Costing & Pricing  
Testing

## Production

Facilities  
Operations  
Sales  
R&D

# Business Growth

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ITAC provides training and guidance in:

- Strategic Planning and Marketing
- Change Management
- Market Research
- Benchmarking
- Export Strategy
- Innovation and New Product Development
- Technology Acceleration and Scouting
- Succession Planning / Exit Strategy
- Expansion and Relocation Planning
- Website and Search Engine Optimization



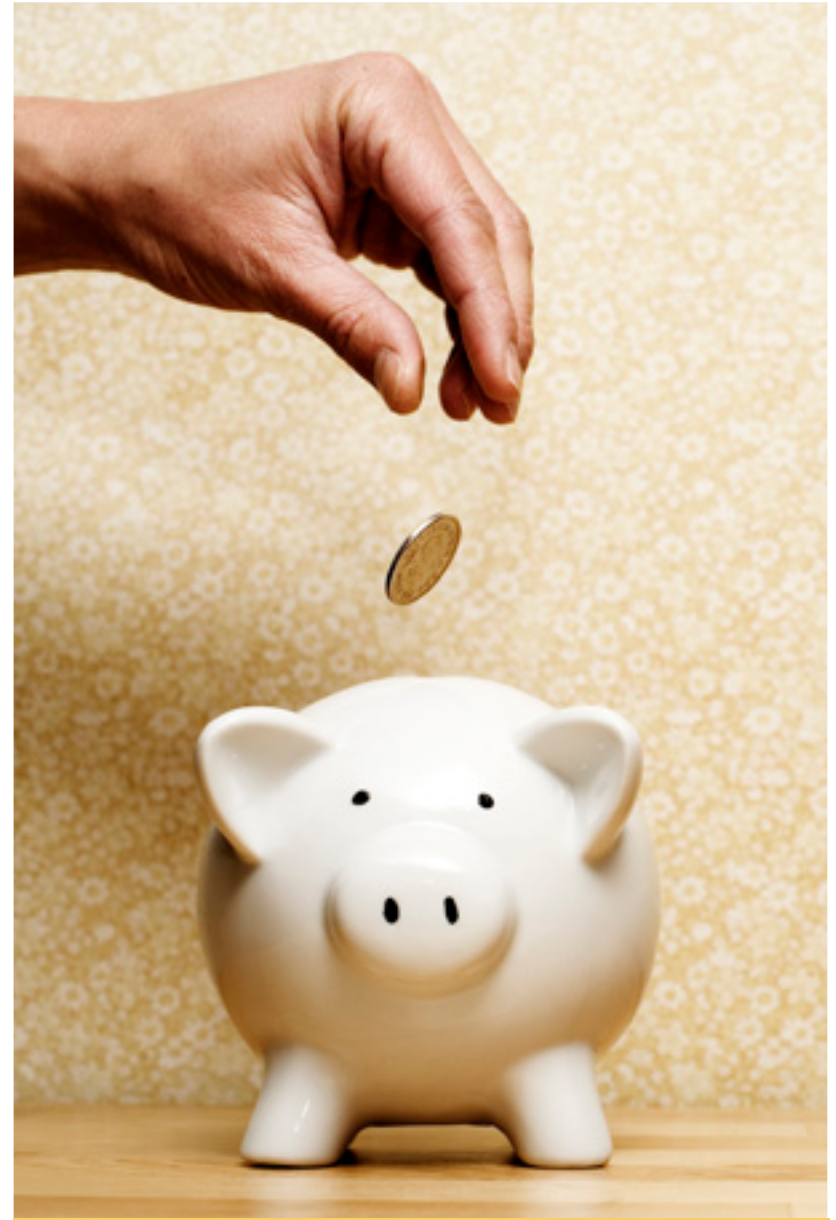


# Financial Planning

Do my product development initiatives entitle me to tax credits?

How can cost accounting help me determine how to best price my products?

How do I manage my budget and plan for the future?



# Financial Planning

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ITAC can assist companies with:



## Cost Accounting:

Data analysis to determine costs and profitability of business activity, identification of influential cost drivers and recommendations for streamlining



## Grants and Tax Incentives:

Locating, applying for and receiving funding and tax credits for a variety of projects



## Budgeting / Forecasting:

Developing personalized financial models, and insightful analytics to help companies control and grow their business



# Continuous Improvement

# How do I scale production up?

# Can I drastically reduce my costs without sacrificing staff, equipment or quality?

## What are others in my field doing to cut costs?

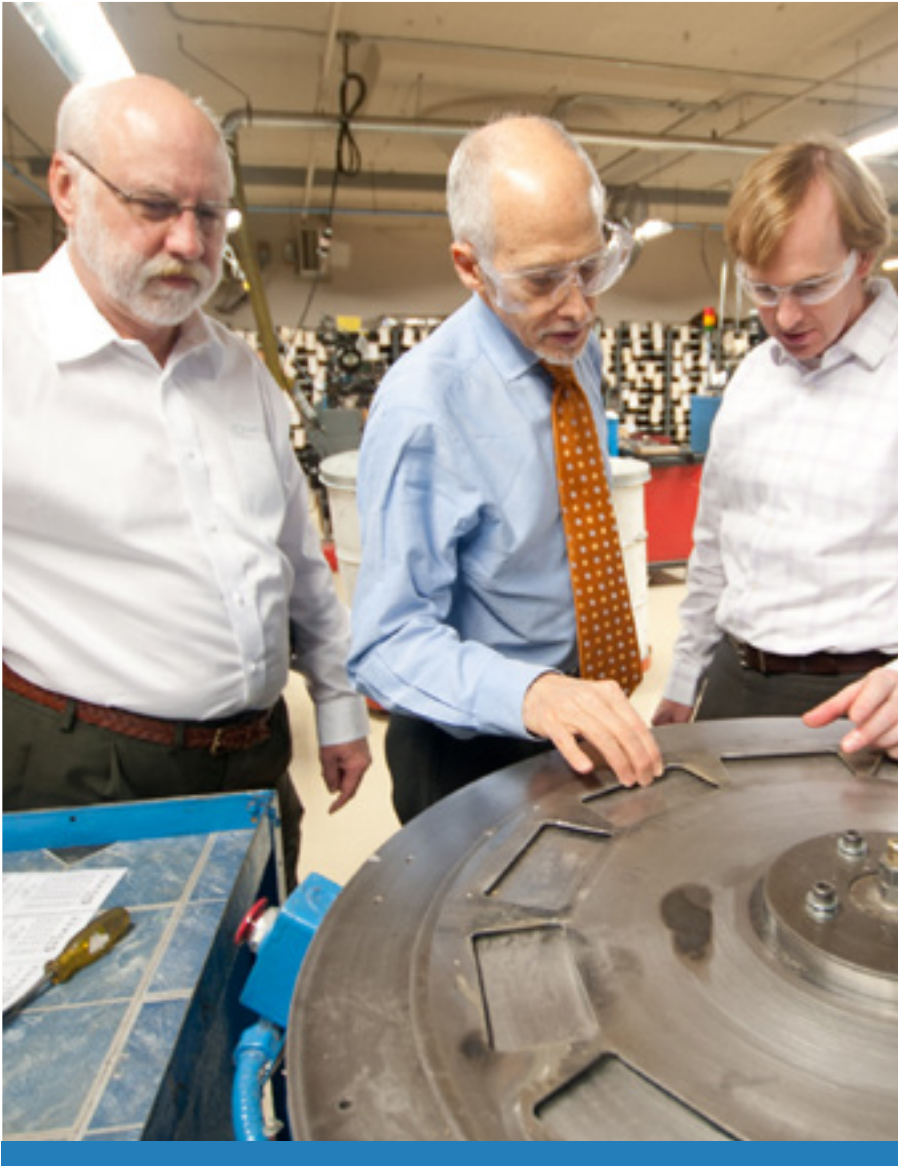
## Should I be producing in-house, outsourcing or going for a combined approach?

I am running out of space / planning a new layout / considering a move.



# Continuous Improvement

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Designed to help achieve a lasting and meaningful impact, continuous improvement is a complete shift in the way an organization operates.

We offer several programs to:

- Streamline processes and systems
- Improve costs
- Manage materials
- Ensure quality
- Measure performance



# Continuous Improvement

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Our tools for continuous improvement include:

- Lean 101 Introductory Workshop
- Value Stream Mapping
- 5S Visual Workplace
- Total Productive Maintenance
- Set-Up Reduction
- Cellular Manufacturing
- Kaizen
- Kanban System
- Lean Office
- Production Planning & Inventory Control
- Equipment and Automation Planning
- Plant Layout and Workflow
- MoveSmart



# Supply Chain

How can I ensure that my supply chain is resilient, and will not be disrupted by unexpected events?

Are my current suppliers the best fit for my business?

Could my supply chain operate more efficiently?





# Supply Chain

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## Supply Chain Optimization:

ITAC helps companies to promote a better flow of production from suppliers to customers, resulting in reduced cost, improved quality and shortened lead times. Our training and strategy sessions assist companies with risk management, partner engagement, executive engagement, and assessing total cost of ownership.



## Supplier Scouting:

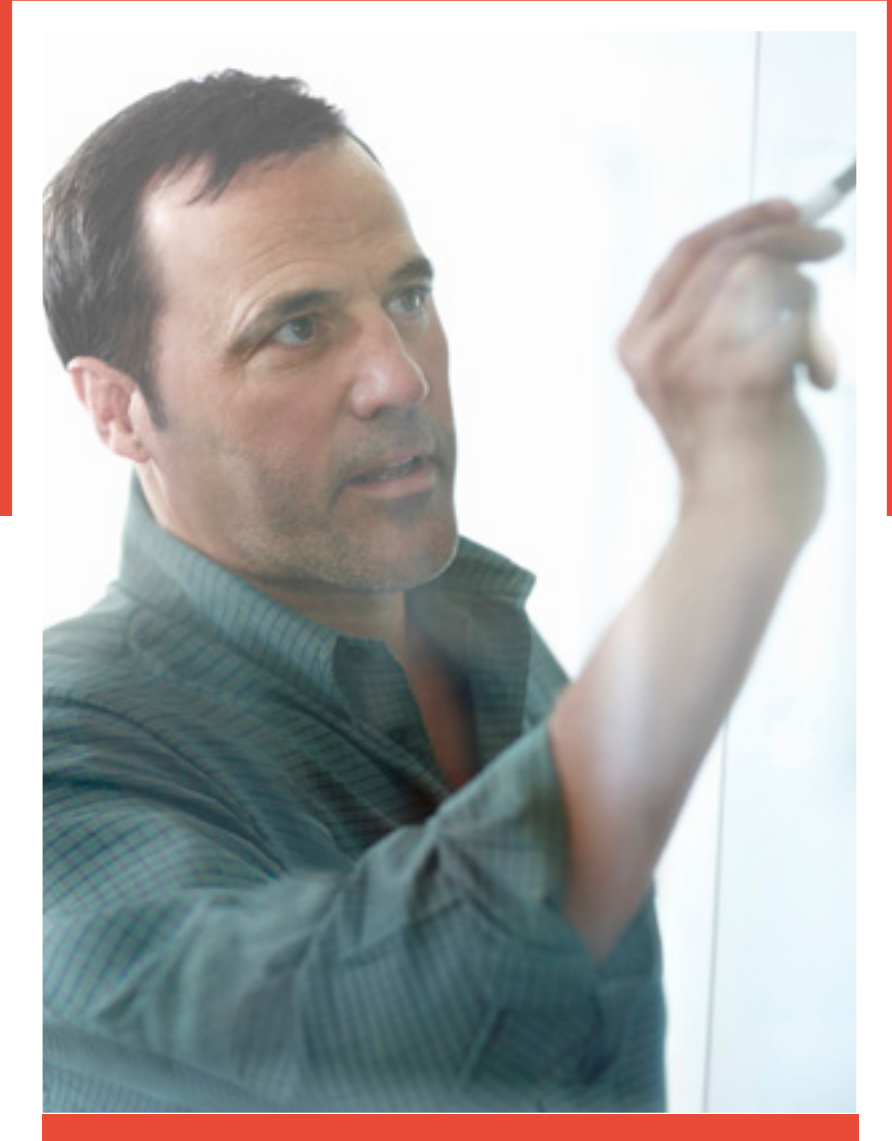
ITAC connects businesses with the best domestic suppliers to fit the needs of their business, taking into account desired process capabilities and even demographic attributes.

# Quality & Certifications

Does an ISO certification make sense for my business?

How can I get my company noticed as a supplier of choice in a crowded market?

What health and safety certifications would be a good fit for my business?





# Quality & Certifications

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ITAC works with you to regularly test and evaluate the quality of your processes, maintain standards and improve performance throughout your organization.



## Quality Systems Assessment:

Gain a thorough understanding of your current compliance through ITAC-run gap assessments, internal audits, supplier audits, mock audits and trainings.



## Quality Systems Management:

The documentation of company processes leads to more consistent and efficient production processes as well as reduced waste.

# Quality & Certifications

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A few examples of common certifications we have helped clients to achieve are:



**ISO**

A tool for companies to ensure their products and services consistently meet customers' requirements, and that quality is steadily improved.

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**HACCP**

Food safety is addressed through the analysis and control of hazards from all processes of the product's life.

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**Safe Quality Food  
(SQF)**

Recognized by retailers and food service providers around the world.

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**Occupational  
Safety and Health  
Administration (OSHA)**

Created to prevent workplace accidents and health hazards.



# Sustainability

How can I expand my business to new green markets?

Can I decrease my operating costs by eliminating waste in my manufacturing process?

How could my business emerge as a leader in environmental sustainability?



# Sustainability

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ITAC's sustainable consulting practice helps manufacturers reduce their environmental impact while gaining safer working conditions, lower costs and competitive positioning in the market. Services include:



## Sustainability Assessments and Strategy

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ITAC helps companies assess their processes and equipment to identify opportunities for improved efficiency, cost savings and environmental benefits.



## Pollution Prevention

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ITAC will help companies apply sustainable technologies, optimize their processes and reduce toxics and waste.



## Preparation for Customer Audits

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ITAC helps manufacturers navigate confusing environmental requirements and prepare for audits.

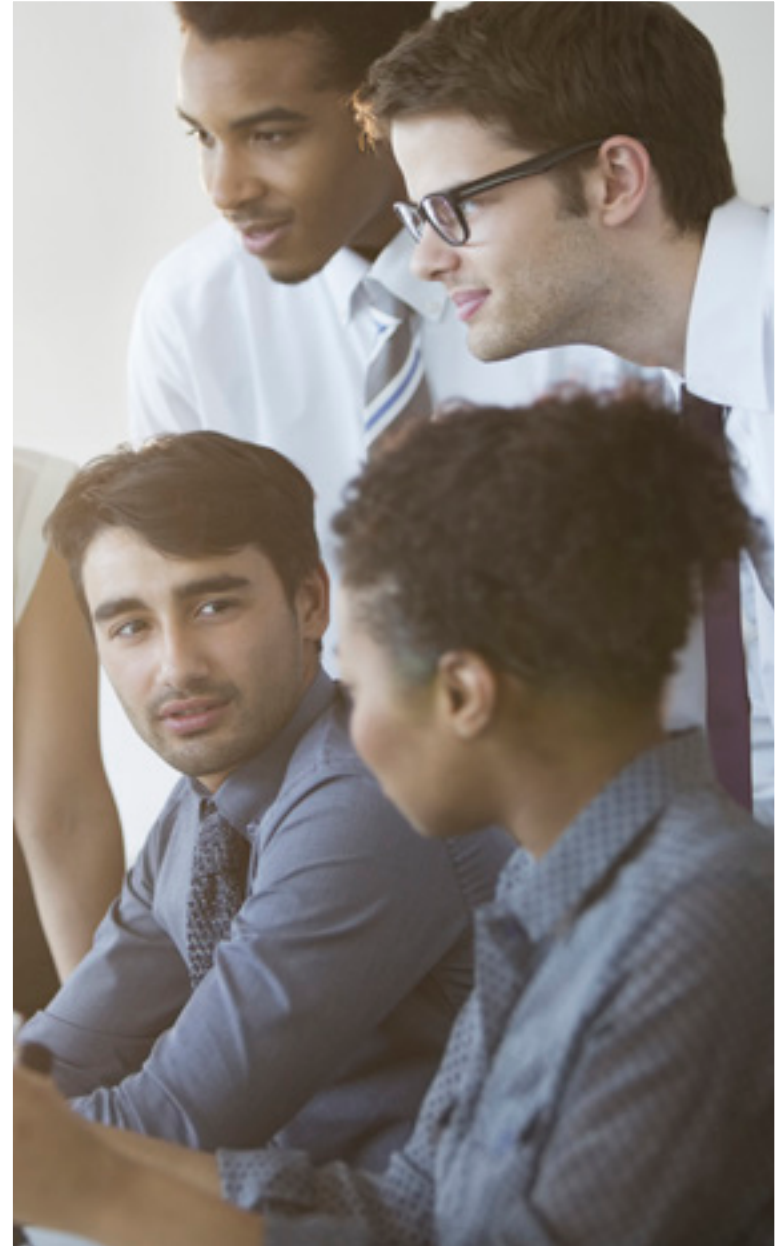
**Access Markets / Reduce Costs /  
Differentiate / Meet Customer Requirements**

# Workforce Development

Can I drastically cut training time throughout my company?

How do I increase the skill level of my staff and increase the productivity of my team?

How can I establish expectations between employees and employers and build healthy relationships?





# Workforce Development

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ITAC helps companies to increase their productivity and improve company culture through establishing:

- Policy and procedure manuals
- Systematic compensation and performance appraisal processes
- Recruitment
- Employee training programs such as:
  - Basic computer skills
  - Anti-harassment training
  - Supervisory development
  - Lean 101



# Results & Metrics

IN THE LAST 5 YEARS:

**1,044**

 CLIENTS SERVED

**1,341**

 JOBS CREATED

**2,986**

 JOBS RETAINED

**\$169<sub>MM</sub>**

 NEW SALES

**\$243.1<sub>MM</sub>**

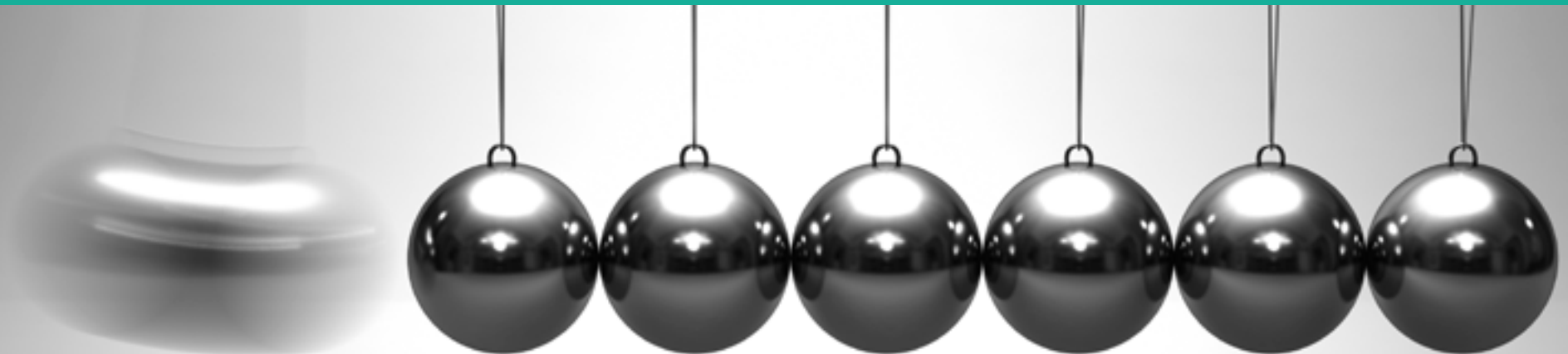
 COST SAVINGS

**\$279.5<sub>MM</sub>**

 RETAINED SALES

**\$175.6<sub>MM</sub>**

 NEW INVESTMENTS



# Testimonials

“Prior to ITAC, I had never worked with an outside consultant. My experience with ITAC has directly led to nearly 400% growth for my company in the past 5 years.”

— Fred Schwam, CEO, American Christmas.






# Testimonials

“ITAC helped us look beyond day-to-day operations and focus on strategies to grow the firm. They brought resources to us to help broaden our vision and learn how to tackle problems systematically. They helped us tap into the collective intelligence of our diverse shop floor personnel.”

— Peter Strugatz, Co-CEO, IceStone.



# Testimonials

A man with a shaved head and a slight beard, wearing a dark blue long-sleeved shirt, is smiling and looking towards the camera. He is standing in a warehouse with high shelves filled with cardboard boxes in the background. He is holding the handle of a pallet jack.

“Working with ITAC has been great. Having a go-to person to bounce ideas off of allowed us to save both time and money.”

— Bre Pettis, CEO, MakerBot Industries.



# Testimonials

“ITAC benefited me through people, not consulting brochures and presentations. New ideas and new methods keep prices low and quality high.”

— Ted Doudak, President, Riva Precision Manufacturing.



# Success Story

## Fay Da Manufacturing Corp

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### *Reducing the Growing Pains*

**“Thank you ITAC for Lean 101 and MoveSmart. It helped us reduce the growing pain and the staffs are much happier. Please keep up the good work and continue to help all the small business.”**

– Kellen Chow, Vice President

### **Company Profile**

Fay Da Manufacturing is a Chinese owned and managed baking company with thirteen retail locations. ITAC began working with Fay Da through the MoveSmart program and waste and water assessments. The company employs 120 people at their Brooklyn manufacturing plant and their retail locations.

### **Situation:**

Fay Da's first exposure to ITAC services was Vice President Kellen Chow's attendance in an Intro to Lean Manufacturing Workshop. Kellen still refers to this as a seminal and eye opening event that led to her interest in increasing productivity and efficiency in the bakery operations. Following the “Lean 101”, ITAC helped Fay Da apply for and receive a NYC Small Business Services grant which helped fund several continuous improvement projects. Fay Da continued to grow and began looking for a larger location for its bakery operations. In 2008, ITAC assisted the company with relocation decision support, as well as a Lean Workflow and Layout for a newly built bakery and company headquarters. A successful transition was made to the new facility and Fay Da's continued growth created a need for additional advising and implementation with ITAC.

# Fay Da Manufacturing Corp (cont'd)

## Solution

In 2011, ITAC began to advise Fay Da management, resulting in their decision to make a considerable investment in a Point of Sale (POS) system. ITAC began working with Fay Da to improve utilization of the functionality of the POS system and assist with its implementation to provide information directly to management and the bakery. Implementation involved updating and managing data in the POS system, linking the information with production, setting up bills of material, activating the inventory module and providing training to store personnel.

To support Fay Da's decision to continue expanding their business model, ITAC is currently working with Fay Da to assist with the documentation and training for ISO22000 Food Safety certification and HACCP compliance.

## Results

Fay Da Manufacturing has undertaken a number of initiatives that have supported its growth. In 2013, Fay Da Manufacturing reported a total economic impact of:

**\$3.2<sub>MM</sub>**

 **COST SAVINGS**

**20**

 **JOBS CREATED**

**6**

 **JOBS RETAINED**

# Success Story

## Damascus Bakery Inc.

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### *A Baker's Dozen and Then Some*

**“ITAC is playing a vital role as Damascus continues to grow. Our employees can see career paths, communication is much better and our internal HR and training processes have improved greatly thanks to ITAC’s work. We appreciate all of the work ITAC has done for us and look forward to continuing to partner with them.”**

- Edward Mafoud, President

### **Company Profile**

Damascus Bakery Inc. produces various types of flat breads in Brooklyn, NY. They currently employ approximately 100 people in their Brooklyn facility. ITAC first worked with Damascus in 2001, and has done projects involving Manufacturing Systems, Human Resources and other endeavors since then.

### **Situation:**

ITAC first worked with Damascus Bakery Inc. in 2001. In 2011, Damascus decided to centralize and formalize their Human Resources function and internal communication systems. The principals wanted to grow employees from within as much as possible, and to become an internal training organization - one where all employees would be able to grow and develop along set career ladders or help to create new ones. They asked ITAC to assist them with these workforce initiatives.



# Damascus Bakery Inc. (cont'd)

## **Solution:**

To help Damascus formalize their HR function, ITAC's Human Resources Consultant served as an interim HR director for Damascus. ITAC began by creating structure to the company's policies and procedures with the end goal to hire the right HR manager. As part of this makeover, ITAC helped Damascus create job descriptions for key positions, institutionalize goal setting, and set up an employee recognition program.

ITAC's work with Damascus also encompassed several continuous improvement initiatives. To ensure that the principles employees learned were carried forward, Damascus wanted to formalize a system for communicating new ideas and project updates. ITAC worked with Damascus to implement continuous improvement practices and used Innovation Engineering tools to nurture the process and move projects toward completion. ITAC trained managers and employees in intra-organizational communication including setting up and leading continuous improvement teams, meeting skills, and prioritizing projects.

## **Solution:**

ITAC's work to formalize the Human Resources function and intra-organizational communication training were two steps to help Damascus realize its vision to become an internal training organization. With the addition of its second location and to sustain growth, these practices became even more necessary. In 2013, Damascus Bakery Inc. reported a total economic impact of:

**\$3MM**

 **COST SAVINGS**

**20**

 **JOBS CREATED**

**10**

 **JOBS RETAINED**

# Success Story

## Edison Price Lighting

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*NYC Lighting  
Company  
Brightens Idea  
into Reality*

**“Thanks to ITAC we were able to turn our idea into reality. ITAC has been instrumental in helping us grow our business.”**

- Emma Price, President

### **Company Profile**

Edison Price Lighting custom designs and manufactures architectural lighting for commercial projects such as museums, cathedrals, galleries, and retail establishments, as well as other public-facing institutions. In addition, they do very high-end residential lighting on a much smaller scale. The company was born in Manhattan in 1952 and has since relocated to Long Island City, Queens. They employ roughly 100 people.

### **Situation:**

Edison Price Lighting's current facility is 58,000 square feet on two floors. While this was sufficient, the company had a growth strategy idea to create an attractive space to act as a selling point where they could deeply engage customers with the manufacturing process and design team. To create this manufacturing/showcase space, the company would need to expand their usable space for future growth; and more fully utilize the ground floor so that all production could be done on a single floor.

## Edison Price Lighting (cont'd)

### **Solution:**

ITAC worked with Edison Price to reach these goals using a 3 step process:

**Jump Start Improvement:** Using a cross-functional team from Edison Price, ITAC customized a 2-day workshop aimed at increasing productivity and reducing the needed space in 2 work cells (work areas that are used to assemble a single product). This allowed them to give customer access to the manufacturing floor.

**Educate:** Trained a cross section of the company in Lean Principles through a 1-day Lean 101 training course.

**Identify (long and short term improvement opportunities):** Took a team of cross-functional individuals on a 2-day workshop tour of their process resulting in a Value Stream Map that helped the company identify areas of opportunities, and the true workflow of a fixture. One of these opportunities led to a “Design Review” workshop for the design team. This Lean Product Development (LPD) overview helped the company strengthen their design process of custom fixtures.

### **Solution:**

Driven by growth concerns, Edison Price utilized Lean Principles to achieve their objective. As a result of our work, Edison Price was able to consolidate all manufacturing onto one floor and build on their LPD process. Their space now serves as a showcase for current and potential customers, both here and abroad. In 2013, Edison Price reported a total economic impact of:

**\$6MM**

 **COST SAVINGS**

**4**

 **JOBS CREATED**

**28**

 **JOBS RETAINED**





**WE ARE ITAC**