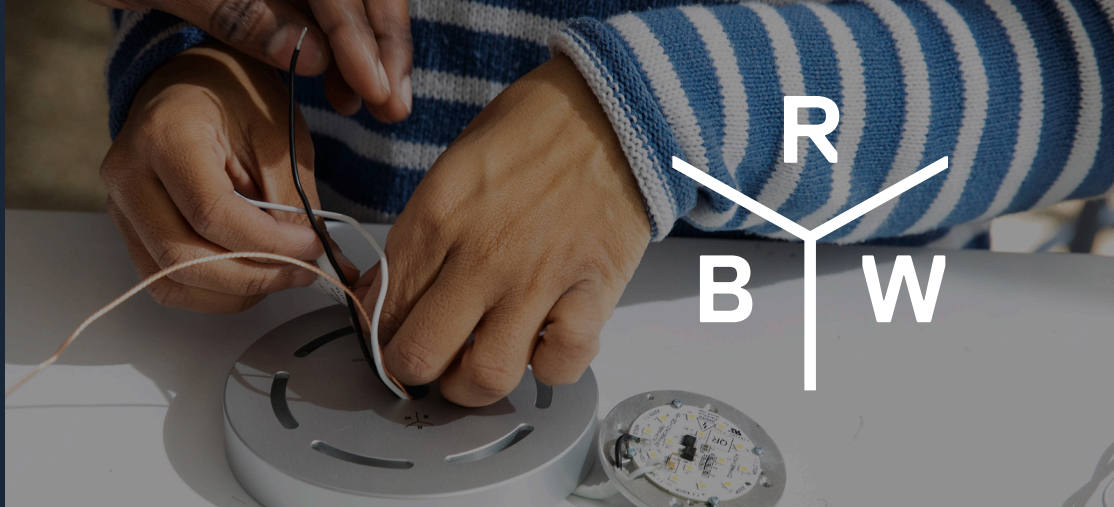


# OPS | 21

TOMORROW'S OPERATIONS —  
FOR TODAY'S MANUFACTURERS



## CASE STUDY - RBW

### About:

RBW designs and manufactures LED luminaires. The company prides itself on being a different kind of design brand, who oversees all aspects of manufacturing for its products — from ideation and design, to specification, production, marketing, and shipping — all under one roof.

### Employees:

38

### Website:

[www.rbw.com](http://www.rbw.com)

### Location:

Industry City, Brooklyn, NY

### KEY IMPACTS

# 80%

REDUCTION IN SETUP TIME

# 2

NEW JOBS CREATED

# 18%

REDUCTION IN SUPPORT CASES

**RBW'S OPS21 GRANT WAS UTILIZED FOR THE IMPLEMENTATION OF TULIP, A DIGITAL SHOP FLOOR SOFTWARE PACKAGE, THAT ENABLED THEM TO DIGITIZE AND DISPLAY VISUAL WORK INSTRUCTIONS AND TO DIGITALLY CAPTURE WORK ORDER DATA USED TO MEASURE THE ACCURACY AND EFFICIENCY OF ITS PRODUCTION TEAM'S WORK. RBW UTILIZED THE SYSTEM TO INTEGRATE REAL-TIME QUALITY AUDITS INTO ITS STEP-BY-STEP OPERATIONS.**

**GRANT TECHNOLOGY AREA:** Digital Manufacturing

### CHALLENGE / OPPORTUNITY

As RBW is a designed-focused brand, its customers are interior designers and architects who require a high degree of customization and variety in their products. As a result, RBW's assembly line is more or less a job shop, with its team managing the production of many different products at any one time. Due to the variability, RBW's production team was not effectively tracking product labor time, which was impacting their ability to best price products. Labor time was being tracked and recorded manually by the production team.

### SOLUTION

RBW chose to implement a software solution called Tulip, that gave its team increased flexibility to manage the high product variability by enabling them to digitize work instructions. In addition, Tulip allowed RBW's team to capture more accurate data from throughout the production process. Tulip not only helped RBW collect this data, but it also made it possible to improve relevant data flow across the factory.



*Tulip has given RBW flexibility and agency when developing production solutions. Integration with ERP and CAD software transcends the barrier between product development and manufacturing. The features offered allow us to implement new product offerings and production workflows with greater efficiency and accuracy.*

Dave Staehle, Change Manager, RBW

# RESULTS & INSIGHTS



## JOB CREATION

- 2 full-time equivalent (FTE) jobs created.



## INCREASED EFFICIENCY

- Enabled more seamless changeover in production between SKUs by reducing setup time by 80%.
- Resulted in the ability to directly print product labels from work orders, saving time and eliminating data input errors.
- Improved data tracking and accessibility; labor time is now automatically tracked once a work order goes into production.



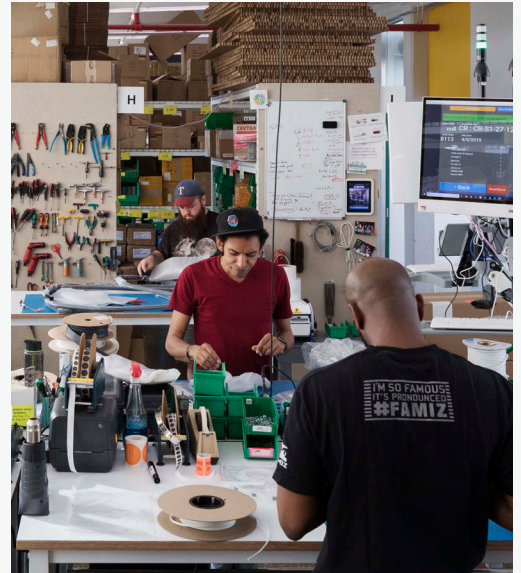
## COST SAVINGS

- Reduced support case volume by 18%. Quality issues are being identified and resolved real-time in production through on-the-spot quality inspections, thereby reducing associated costs – product specialists take images during production that are digitally sent to be reviewed.
- Improved accuracy of monthly work order planned schedules by 4%+ which has allowed for more accurate costing of products inclusive of the labor absorbed in the build.

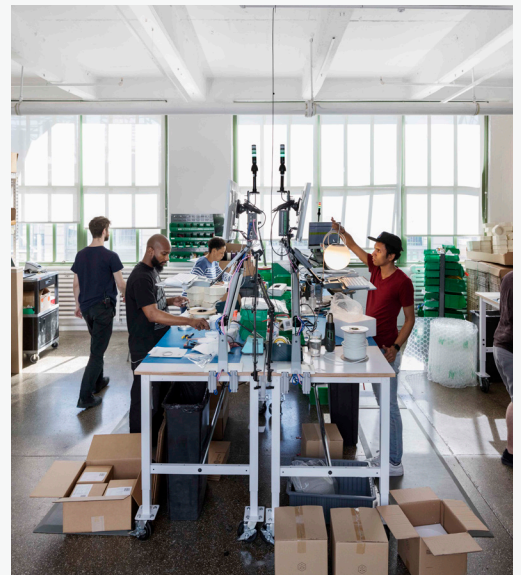


## IMPROVED COMPETITIVENESS

- Increased ability to cross-train the RBW team through the use of Tulip's visual work order instructions; as a result, each team member can build a wider range of products which has increased RBW's on-time fulfillment rate to 99%, improving RBW's competitiveness in the market.



Andon lights integrated with production cells.



Inspection of RBW luminaire alongside Tulip workstation.



Touchscreen interaction with small footprint workstation.

# OPS21 PROGRAM OVERVIEW

Ops21 is a multi-faceted program designed to help NYC manufacturers learn about and adopt advanced technologies, specifically advanced materials, robotics, and digital manufacturing. It is part of the greater Futureworks NYC initiative, which aims to help manufacturers embrace advanced technologies and increase local production.

Ops21 Grant funds are generously provided via the Futureworks NYC Ops21 program, which is funded by the New York City Economic Development Corporation (NYCEDC) and led by the New York City Industrial and Technology Assistance Corporation (ITAC).