

Greno Industries Partners with CEG for Supply Chain Enhancements

Overview

Greno Industries is a 63-year-old CNC precision machining shop that provides CAD/CAM, kitting and welding services. With 38 employees at its facility in Scotia, New York, the manufacturer serves industries for steam and gas turbine generators, oil and gas compressors, the Department of Defense, transportation, and pulp and paper.

GRENO INDUSTRIES INC.

The Situation

In 2017, with support from the Center for Economic Growth (CEG), a National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership (MEP) center, Greno became one of the first manufacturers in the country to be ISO AS9100D-certified.

While the improvements Greno had implemented to comply with the new ISO standard bolstered the manufacturer's supply chain management practices, it still had challenges with late deliveries from suppliers and other issues.

The Solution

To fortify Greno's supply chain, CEG engaged with the manufacturer for a supply chain assessment and consultation, utilizing its sister MEP, TDO (Tran Develop Optimize).

TDO's senior project manager, Don Lynch, conducted and completed a supply chain assessment of Greno. The purpose of this project was to identify and prioritize supply chain management process improvement opportunities.

For this project, CEG secured for Greno a \$7,500 New York MEP grant to assess and strengthen the manufacturer's supply chain practices.

To do this, TDO conducted a confidential, two-hour session with Greno representatives to compare their current supply chain management practices to 59 best practices in nine categories: supplier pricing controls, collaborative planning with sales and operations, supply chain continuous improvement, communication with suppliers, supply chain controls, transportation and logistics, inventory management, inventory control, supply continuity planning.

The Solution Cont'd

The assessment found Greno complied with many supply chain best practices, in part, because of improvements the manufacturer had implemented to receive its ISO certification. However, TDO did recommend Greno adopt practices for more carefully monitoring suppliers' financial stability and taking additional steps to reduce shipment delays.

The Results

As a result of Greno's post-supply chain assessment:

- **On-time deliveries have improved.** Each quarter of 2024 (through Q3) has shown **year-over-year improved supplier OTD performance.**
 - For example, whereas 75 percent of deliveries were on time in Q3 2023, **80 percent were on time for Q4 2024.**
- **TDO also identified a potential supplier** which Greno may contract after one of its current suppliers retires.

“

“CEG is really important to us. They're a great community partner. Greno has leveraged CEG for apprenticeships and other operational improvement programs, and this supply chain assessment just further enhanced our competitiveness.”

- *Patrisia Sheremeta, Greno's human resources manager*

”

About CEG, Business Growth Solutions

We serve small to medium sized manufacturing and technology companies (SMEs), helping them drive top and bottom-line growth. CEG BGS houses the regional Manufacturing Extension Partnership (MEP) center, which is part of the New York State MEP program funded by the National Institute of Standards and Technology (NIST) and Empire State Development Division of Science, Technology, and Innovation (NYSTAR).



To learn how CEG BGS could help your company, contact Don Wiesenforth, M.B.A., Senior Vice President, Manufacturing Solutions and Director, Manufacturing Extension Partnership at donw@ceg.org or call 518-431-1481.