



# Success Story: Decorator Industries

<http://www.decoratorindustries.com>



## Local Company Prepares for Continued Growth

### Profile

Location: Abbotsford, Wisconsin  
 Headquarters: Pembroke Pines, Florida  
 Years in Business: 54  
 No. of Employees: 62 in Abbotsford; over 700 nationwide  
 Products: Interior furnishings including draperies, bedspreads, comforters/coverlets, bed skirts, duvets, drapery hardware, valances, cornices, swags, pillows/bolsters, and shades/blinds.  
 NWMOC Project: Value Stream Mapping & Implementation; Current State Mapping – Future State Mapping



*Decorator Industries manufacturers high-quality drapes, valances, and bed coverings for the hospitality industry.*

### Situation

Dan Hannula, General Manager of Decorator Industries in Abbotsford, wanted to increase production, eliminate waste, become more efficient, and prepare his company for growth. He began working with the NWMOC about 4 years ago, when he wanted to increase production. An introduction to Lean Principles and Buzz Electronics helped secure the “buy-in” of employees on the floor and set the stage for progress. They soon outgrew their old facility and made plans to move to a larger new one. With a desire to “do it right,” Dan called NWMOC to enlist their help once again.

### Project

NWMOC advisors were excited to return to Decorator Industries to assist them with production plans for their new facility. Building on the groundwork previously set by working with NWMOC, they reviewed their current and future state maps and established a list of items they needed to complete before the move, including prioritizing action items; determining individual process times; identifying constraints; and determining staffing, training, and scheduling needs. In only 3 months, they reduced their cutting-to-shipping time from 8.5 days to 2 days; reduced their lead time from 4 weeks (industry standard) to 2.5 weeks; and increased drapery production from 500 “widths” per day to 768 per day. When asked what he would tell other manufacturers about using NWMOC’s services, Dan Hannula said “It works! We plan on growing and we need programs available to us to make us competitive in the world market. “Our goal is to achieve perfection. We are going to be as perfect as we possibly can be,” said Dan.



*Production floor of Decorator Industries' new manufacturing facility in Abbotsford, WI*

*“We are service driven to produce and deliver a quality product at a competitive price and provide excellent customer service. We exhaust every effort to satisfy our customers.” – Dan Hannula, General Manager of Decorator Industries.*

### Results

- Reduced lead time 64% from 4 weeks to 2.5 weeks
- Increased sales by 3% in 2006; 37% growth in 4 years
- Reduced cycle time by 99% from 3 days to 11 minutes
- Reduced Cutting to Shipping time 76% from 8.5 days to 2 days
- Increased market share