



Overview

Barnes Aerospace, Ogden Division (BAOD) is located in Ogden, Utah, and provides superior manufacturing solutions to the world's major turbine manufacturers, commercial airlines and military Original Equipment Manufacturers. As a business of Barnes Group Inc., we take advantage of the financial stability and resources of a large company, while offering the quality and service associated with smaller businesses.

Achievements

Barnes Group Inc's true north is Sustainable Profitable Growth. One of the key components to achieving this is by leveraging a Lean culture across the entire organization while developing a learning organization.

Our success stems from our associates actions to strive for excellence. BAOD's lean journey has developed from a tool and systems driven approach to an employee empowered culture which embraces the following values:

1. Open mindedness and communication
2. A learning organization focus
3. Total team work

These values paired with the drive of our associates have allowed us to continue achieving significant sustainable improvements year over year.

We have continued to build on our accomplishments, reducing waste and increasing efficiency while growing sales revenues by 200%.

Environmental Health and Safety

- ISO14001 certified
- One million hours worked without a lost-time accident achieved in 2010 for the third time in BAOD history
- Zero lost time injuries in the past four years.
- Behavior Based Safety Program

Quality/Cost/Productivity

- 44% reduction in scrap as a percent of sales
- 64% reduction in internal escapes
- 53% lead time reduction in days to manufacture
- 28% decrease in inventory days on hand
- 55% increase in material inventory turns
- 65% decrease freight costs per pound

Customer Satisfaction / Delivery

- 41% increase in on time delivery
- 22% increase in new product introduction on time delivery

Community Involvement

- Charitable donations include; \$10k to Space Camp, \$5K to ATC Weld school, \$8,743 pledged and raised for United Way, \$10K ATC health School
- Barnes Aerospace Engineering Scholarship worth \$5K, Weber State University
- Associates participate on several executive boards and advisory committees

Awards and Recognition

- Utah Manufacturing Association "Manufacturer of the Year" runner up (2011)
- Corporate Partner of the Year, Northern Utah United Way (2010)
- Bravo Award; Corporate Sponsor of the Year, United Way of Utah (2010)
- Utah's Best Places to Work, runner up in 2009/2010
- Manufacturer of the Year Award for C. I. (2009), Utah MEP
- Premier Supplier Award, Bell Helicopter (2007)

- Platinum Supplier, Northrop Grumman

People

BAOD associates have a long history of creating a culture that strives for continuous improvement and customer satisfaction in a safe working environment. Our associates make our lean strategy a success, offering and implementing innovative ideas that control cost and add value to the customer.

We are benefiting from a high level of engagement in lean techniques, with associates embracing and utilizing lean tools and principles. There has been a 58% increase from 2007 in documented and implemented improvement suggestions, including continuous daily non-documented improvements which are leveraged across the organization.

Process

BAOD started our lean journey in 2000 by focusing on the implementation of systems and tools from the Toyota Production System. From 2000 to late 2006 improvement activities were driven from single event based activities pushed down to associates from the management team, yielding low levels of sustainment.

In 2007, Ogden's management team focused on teaching, empowering, and aligning BAOD's systems, tools and behaviors to achieve maximum results. By unleashing the untapped human creativity of our associates, BAOD is experiencing step change and sustained improvement activities across the organization.

The management team performs structured daily GEMBA walks, ensuring that the entire facility is covered on a weekly basis. Management serves to support and remove constraints for the associates to deliver value/drive continuous improvement. Associates review performance



measurements, as well as showcase their team's newly implemented ideas.

Product

BAOD specializes in the fabrication and assembly of complex airframe and engine components with particular expertise in superplastic, hot and cold forming, welding, milling and cutting technology. Working to AS 9100 standards and seven special process NADCAP certifications, we deliver high temperature alloy materials with the highest quality and most cost-effective solutions to our customers.

Facility

In 2009, a 160,000-square-foot manufacturing facility was built using the most current lean flow tools. All of our associates participated in at least one Kaizen event centered on flow in order to develop cell and support area layouts. Our facility houses three Value Stream operating units, each of which is focused on new product introduction, sheet metal fabrications, and airframe assemblies.

Corporation

Barnes Group Inc. (NYSE:B) is a diversified global manufacturer and logistical services company that provides precision component manufacturing and operating service support and solutions to nearly every industry around the world. With more than 60 locations on four continents worldwide, our 4,800 associates deliver on our promise to our customers, ensuring exacting performance, superior support and service, and impactful results.

For more information please contact:

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