



## Case Study

### Genlyte Manufacturing Facility

#### Project Snapshot

Genlyte Group  
Manufacturing Facility  
San Marcos, TX  
285,000 sq ft

*When Genlyte, a world leader in light fixture manufacturing, decided to move its California-based Gardco division to San Marcos, Texas -- in tandem with relocating its existing San Marcos-based Wide-Lite facility -- they selected TAG International as part of their project team. TAG worked closely with Genlyte and other members of the project team to plan, design and manage the creation of a new facility that would successfully integrate the two disparate divisions.*

**Process management creates efficiency and synergy by integrating a spectrum of varied elements – including people, space, equipment, products, and infrastructure – in a well-orchestrated flow.**

Due to roadway expansions by the City of San Marcos, Genlyte needed to relocate and consolidate its existing Wide-Lite manufacturing operation. The company viewed the creation of this new facility as an opportunity to dramatically improve operating efficiency through new process improvements, as well as the integration of its Wide-Lite and Gardco divisions “under the same roof.”

In addition to achieving greater manufacturing synergy and economies of scale for both operations, Genlyte’s goal was to reduce overhead by eliminating the escalating cost of housing Gardco in expensive rental space in the Oakland, California area. However, the integration of these two operations entailed significant complexities, primarily due to key differences in the way the divisions wanted to be perceived in terms of their brand image.

While Wide-Lite provides energy efficient, specification-grade lighting products aimed at industrial buyers, Gardco targets architects and designers with high performance, high style lighting products. Thus, each division had unique functional requirements that had to be understood and addressed. The company also needed to provide the divisions with adequate space for maintaining separate sales and administrative functions.



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## Services provided:

Concept Planning & Strategy  
Site Evaluation & Planning  
Feasibility/Due Diligence  
Architecture & Design  
Process Management

In spite of their differences, the two divisions had many common needs that warranted shared facilities including painting, maintenance, waste water treatment, environmental, and health and safety -- as well as multimedia, training and showroom capabilities.

With a unique combination of design and process management expertise -- and an in-depth understanding of the manufacturing arena -- TAG International provided the specific capabilities that Genlyte needed for the project.

TAG's approach successfully incorporated the individual branding requirements, space allocation needs, and manufacturing processes of the two divisions. Working in conjunction with Genlyte's industrial engineering consultant and internal engineering team, TAG identified the company's equipment requirements, developed a detailed equipment plan, and ensured that all utility requirements were identified and integrated.

The project included 35,000 square feet of corporate offices, a shared lobby and reception area, a product showroom with state-of-the-art multimedia capabilities, an engineering lab, product testing facilities, a tool and die shop, paint booth, manufacturing assembly, and high-bay storage.

TAG worked in conjunction with the project's design/build contractor to employ a fast-track approach that enabled Genlyte to complete the project on time and in budget. Using lean manufacturing principles, TAG helped the company implement process improvements for achieving new levels of operating efficiency and overall cost reduction.



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