

## 2016 Impacts

**901** value-added services and projects

**578**

companies assisted

**\$376,289**

new and retained sales per project

**\$109k** cost savings per project

**1,925** jobs created and retained

**\$272k** investment spending per client

**\$11,945**  
average project cost

**\$331,424,000** aggregate impact

## Gilster-Mary Lee Corporation

Chester, IL • 400 Employees

Private label, contract, and food service manufacturer

### SITUATION

Gilster-Mary Lee had seen government and customer requirements tighten and needed to bring in a workforce that was capable of meeting the requirements, as well as address the efficiencies and bottom line results they needed to maintain. In order to do this, they needed assistance addressing people skills, as historically, the company focused on hiring and promoting those with the machinery or efficiency skills and not necessarily the softer skills.

### IMEC SOLUTION

The GML leadership worked with IMEC to implement the Training Within Industry (TWI) module of Job Relations for a group of supervisors. Working with the team to understand how they can use techniques to improve relationships with employees through a four step method really laid the groundwork for increased human development and positive relations within the group. The Job Relations module also addressed how supervisors should handle corrective action situations with an employee. Overall, the primary impacts realized from the training were improved absenteeism and improved moral among staff. "Ultimately we want to reduce turnover and avoid costly mistakes," said Tom Welge, Vice President for GML. "It truly allows people to become more successful in their job."

*"IMEC has been very successful for us. They are really people that have a tremendous amount of experience but still relate very well to our workforce; be that anyone from the line worker up to the President and everyone in between."*

- Tom Welge, Vice President

## Results

- Cost savings of \$100,000
- \$50,000 investment in employee skills
- \$50,000 investment in business processes
- Improved absenteeism and turnover rates

## Nudo Products Inc.

Springfield, IL • 177 Employees

Manufactures laminated panel systems utilized in a variety of agricultural, commercial and institutional applications

### SITUATION

Focused on refining their organizational strategy and metrics, Nudo Products was ready to define the new baseline for business management including efficiency and productivity. The existing behaviors and balanced scorecard were effectively measuring the company's activity and daily emerging issues, but lacked a more sophisticated way to identify gaps in the processes and create an action plan for addressing larger challenges. With their intuition and past experiences in hand, the Nudo team engaged IMEC for the Promoting Business Excellence (PROBE) benchmark assessment.

### IMEC SOLUTION

The company assigned a small, cross-functional team of senior managers to complete the PROBE assessment and define next steps for the organization. Taking the assessment results back to the entire organization, it was important for Nudo to include the workforce and align expectations for improvement. Revising existing key performance indicators (KPIs) and honing in on the process and workforce changes was crucial. "One primary target for us was to increase sales growth," said Tom Titone, Nudo Products Quality and Engineering Manager. "But in order to meet that target we needed to bring in new processes and add more CNC capabilities, as well as engineering to support the sales growth." Since the assessment, Nudo has brought on new manufacturing engineers to ensure their products and processes are in sync and meeting new metric expectations. "We needed to be able to perform on an operations basis," continued Tom. "Those targets were very important to us, so the new metrics and meeting them was essential."

*"In a small manufacturing community, it's essential to build close relationships and leverage the experience of others. IMEC provided that for us and internally forced us to examine our network of resources, pulling in the right people and resources to get the job done."* - Tom Titone, Quality & Engineering Manager

## Mighty Hook, Inc.

Chicago, IL • 42 Employees

Manufacturer of engineered hanging and masking solutions for the industrial coatings market

### SITUATION

Interested in a strategic improvement to the order fulfillment process, Scott Rempala, Owner of Mighty Hook, led his team on a journey to measure and improve their overall performance. The company then initiated data collection throughout their operation. Through an introduction to IMEC and a relationship with the City of Chicago's Department of Planning and Development, Mighty Hook was able to access funding through Tax Increment Financing (TIF) to help offset the costs of project improvements.

### IMEC SOLUTION

The first project drove improvements focused on the Order Fulfillment Process and followed with IMEC leading the Mighty Hook team through training on the concepts of lean manufacturing including lean basics and workplace organization (5S). The next, significant improvement included the implementation of Total Productive Maintenance focusing on two key areas of the facility; from which the Mighty Hook team saw efficiencies improve tremendously. Specifically in the four-slide area, which focused on older equipment, the improvement team designed a cover for machine guarding which was then replicated across all machines. In addition to working on the process, Rempala's passion was focused on improving the lives and skills of his people. To help create a clear strategy, IMEC initiated the Promoting Business Excellence (ProBE) benchmark assessment with the Mighty Hook team. Action items from the ProBE assessment were created around communication of the Mission, Vision and Strategy to the entire organization. Lean Daily Management is a current method being used to cascade the goals to the operations team. IMEC then facilitated an Employee Engagement survey that defined actions around the human resource function; from which the IMEC team delivered OSHA 40 hour training and Training Within Industry (TWI) to the supervisors. As a result of the TWI supervisory skills training, Mighty Hook now has plans to pursue operator training in Blueprint Reading and the basics for machine and process skills. Currently, the IMEC team is working with Mighty Hook to continue implementation of Lean Daily Management and training for Quick Changeover (setup reduction) in some key areas.

*"Our organization has substantially benefitted both tangibly and intangibly from our relationship with IMEC. Much of the training we have provided would not have been contemplated nor realized without their help. We are grateful for the relationship and we look forward to continuing to work with IMEC to help our company become a World Class Manufacturer within the City of Chicago."*

- Scott Rempala, President

## Results

- \$145,000 new and retained sales
- 14 jobs retained
- \$20k cost savings
- \$50k investment spending in property, plant, equipment, and technology

## Results

- \$3.5M in new sales
- 15 jobs created, 5 jobs retained
- \$10,000 investment in new property, plant, or equipment
- \$10,000 investment in employee skills