

The Regional Employers Institute Presents:

Competitive Advantage

Marlin Steel Wire Products:
Meeting the Global Challenge



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Getting Started

- Introductions
- Company Background
 - Origins of the business
 - Products produced
 - The Old Business Model



The Challenges

- Competition from China
- The Anti-Bagel Revolt
- An Unreliable Electricity Supply



Turning Business Around

Marlin Used a Multi-pronged Approach:

- Focus on Engineering Excellence
- Invest in Technology
- Recruit, Develop and Support the Workforce
- Institute Lean Manufacturing Practices
- Use the 80/20 Principle



Focus on Engineering Excellence

- Invested in AutoCAD Design Software
- Hired Talent and Provided Training
- Developed Consistent Processes
- Engaged Engineers and Clients in Close Collaboration on Design (fit, form and function)
- Installed Networked Computers



The Outcome?

High-touch client relationships that produce superior solutions with less rework.



Invest in Technology

- \$1,300,000 investment in the latest robots
- Extensive Training for employees on new technology
- Two Flat Screens on every office worker's desk
- 30" Monitors for Engineers



The Outcome?

- Robots are capable of meeting tight tolerance requirements quickly and consistently
- Defect rates and waste are lowered
- Satisfied clients give Marlin additional business



Recruit, Develop and Support the Workforce



- Pay Well
- Establish Performance Targets
- Reward Success
- Provide Benefits
- Support Work/Life Balance



Setting Targets and Rewarding Success

Week 2						
Jobs						
was.. 028	\$ 25,737.00	AZQ3335	373	129.80	0.00	\$ 1,687.40
m138	\$ 4,060.00	M153-01	290	46.00	0.00	\$ 598.00
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
-	\$ -			0.00	0.00	\$ -
	TOTAL REV					total D.L. \$
	\$ 29,797.00					\$ 2,285.40
D.L. as % OF REV.	8%					

Support Work/Life Balance

- The Truth About Telecommuters
- Alternative Work Schedules
- Flexibility Around Family Needs
- Flexibility Around Vacation Requests



The Outcome?

**A Stable, Reliable, Highly
Committed Workforce**



Lean Manufacturing

- Educate the workforce on Lean: identify required reading and get employees training
- Evaluate your business' Value Stream
- Involve your employees
- Eliminate Waste!



The Outcome?



- Production is up
- Quality is up
- Turn-around time for shipments is fast
- Money and space have been optimized
- A **GREENER** Organization!

The 80 / 20 Principle

- Critically evaluate your customer base
- Identify "best fit" customers
- End unrewarding business relationships
- Work *SMARTER*, not *HARDER*!



The Outcome?

Vendors and Customers better suited
to our business model and product
lines.



The Future

- Optimism
- Continuous Improvement
- More Robots
- More Engineers

