

DA MAR PLASTICS, INC



<http://damarplastics.com>

Jobs

25

Jobs Retained

2

Jobs Created

Impact

\$1.5M

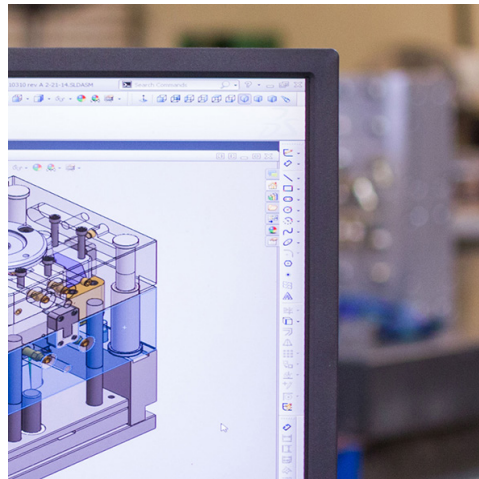
Total Economic Impact

Investment

\$110K

for plant, equipment,
workforce and processes

Da Mar Plastics, founded in 1970 in San Diego County, was acquired in 2013 by Bill Dickinson, a local business executive with over 37 years of experience in the plastics field. Bill brought a deep level of sales, marketing and leadership skills to the company to build on the tradition of success and innovation established by his predecessors. DaMar Plastics successfully grew over the years due in large part to its culture of innovation that enabled the company to take on projects that other injection molding companies found too difficult. The company also has in-house capabilities such as blow molding that add to its unique value proposition to make an impressive array of custom products.



“We are committed to continuous improvement, growing the company’s top line sales, as well as identifying key projects that will continue to improve work flow, safety and results. Due to our success, employee loyalty, local supply chain and customer base plus the financial cost of moving our plant equipment, we found it to be to our advantage to remain in California.”

— Bill Dickinson, President

Challenges DaMar Plastics has been pursued by several states to move its operation out of California with offers for incentives and low costs for industrial buildings. While the idea of relocating out of state was alluring, the realities were daunting and confusing. DaMar Plastics devised a strategic plan augmenting production capacity and increasing profitability while staying in California. Despite the enticements from other states, DaMar decided to harness Federal, State and Local programs, including assistance from CMTC, to contain costs, develop its workforce, make significant improvements in its operations, and strengthen the company for growth.

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Solutions Between 2015 and 2018, CMTC worked with DaMar Plastics in a number of areas and on several projects, beginning with assistance in developing a strategic roadmap to detail a prescriptive path forward. The method used was *Hoshin Kanri*, a 7-step process used in strategic planning in which strategic goals are communicated throughout the company and then put into action. *Hoshin Kanri* is a top-down approach, with the goals being mandated by management and the implementation being performed by employees. As a result, systems needed to be in place to ensure that objectives from senior management were effectively communicated throughout the organization.

CMTC also assisted DaMar Plastics in leveraging a series of no-cost electrical infrastructure upgrades offered by local utility providers, which included comprehensive audits, lighting retrofitting and a custom measures program. Savings from these efforts helped to support operational improvements, delivered through workforce training and assistance from CMTC in preparing for ISO 9001:2015 certification. The types of assistance provided included, among other things:

- 1 San Diego County Workforce Development Board Grant Funding
- 2 CMTC's California Manufacturers Accelerator (CMA program): Sales and Marketing Growth Track, Strategic Planning Growth Track and Quality Systems Growth Track
- 3 ISO 9001:2015 training and audit support
- 4 Guidance from CMTC's Advanced Manufacturing Technology Practice - Comb Pick and Place and Bottle Inspection
- 5 Enterprise Resource Planning System Selection

Results DaMar Plastics realized a number of benefits from the various programs and projects provided by CMTC. The company successfully achieved certification to ISO 9001:2015 through the training, consulting and guidance provided by CMTC's quality systems consultants; realized costs savings through improved energy management; efficiently implemented an ERP systems selection to improve the company's information systems; and received guidance and coaching to improve in the areas of marketing and further developing its strategic plan for continued growth.