

## LLOYD MATS

### Lloyd Mats Becomes Lean and Drives to New Sales



If you look down on the interior floor of your car, you may encounter a product created by Lloyd Mats. Based out of Northridge, California, Lloyd Mats is a manufacturer of custom fit carpet floor mats for passenger cars, trucks, vans, SUVs and virtually all types and models of vehicles. Want your mat in yellow? Sure. What about burgundy? No problem at all! The company's mats are available in over 100 colors and are offered in various materials including all weather rubber and clear vinyl. The business has a unique "employee-owned" business model and has 60 staff members.

The company wanted to improve its production process. Sales were steadily moving along, but the organization needed to become more efficient. *"Our old production set-up was leading to pileups and delays,"* says Brendan Dooley, President of the company. *"It was a sense of frustration for our team. And, it was an inefficient use of manpower."*

Peak periods during holidays or unexpected orders were particularly challenging to the group. *"The end of the week was difficult for us. It always seemed like there was a scramble to meet our promised shipping dates"* explains Dooley.

*"Internet customer expectations are that we have their mat in stock on a shelf even though they just used our web app to configure a custom set of mats with their name embroidered on it. We needed to cut a full day from our production process so custom orders shipped in 2 business days could meet internet buyer's service expectations."*

Lloyd Mats connected with CMTC and it was recommended that the company participate in a Lean Enterprise program. The goal of the program was to focus on Lloyd Mat's employees and train them in the principles of Lean manufacturing. Team members participated in various training sessions over a five month timeframe.

*"We learned how to use various tools including Value Stream Mapping and we participated in a Rapid Improvement (Kaizen) event,"* says Dooley. CMTC also worked with employees to analyze their production and office processes.



Based on their main challenges, CMTC worked with Lloyd Mats to overhaul their production process. This included reorganizing their equipment on the production floor to improve the flow of operations and removing unnecessary equipment and supplies. *"One of the key*

*decisions was the transition our group made from a batched production process to a single flow production process,” explains Dooley.*



With their original batched process, each day employees would create a large batch of all the orders received that day. These large batches had to be marked and monitored through several days as the batches moved through five production departments. Any unusually large order day created a bottleneck. Their old plant layout didn't provide them with the flexibility to accommodate more throughput. *“The new single flow production allowed our employees to work on products individually and created a steady flow of finished products throughout the week,”* says Dooley.

The new processes and layout allowed Lloyd Mats to realize cost savings by reducing excess materials and prevented material pileups and halts in the production flow.

*“CMTC’s Lean Enterprise program helped us revamp our production process, enabling our company to improve efficiencies and accommodate more demand. We project that the improvements will lead to \$100,000 in cost savings and an estimated \$250,000 in increased sales.”*

-Brendan Dooley,  
President of Lloyd Mats

## FEATURED CUSTOMER

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