

# Lead-time Reduces, Confidence increases and Customers Award More Business!

By Mike Touzeau

What does confidence mean for a company? It's perhaps such an overused term that it's easily taken for granted.

"It means we have all the right people doing the right things instead of all the wrong people doing the wrong things," asserts Exothermic's manufacturing manager Canonabo Delgado after just two years with VSS...simple as that.

Exothermic Molding, Inc., Kenilworth, New Jersey, is a 24 employee pioneer in reaction injection molding, doing business since 1972. Following an economic downturn, they found they were experiencing a somewhat ironic situation. Of course they're happy to suddenly have so much new business all at once, but how do they keep up without adding excess overtime and weekends?

If the only way to deal with the new business is excess overtime, profits may not increase or not increase as much as they could.

How do they *CONFIDENTLY* assure all their customers they can still get it to them when they want it, even if they surprise them and want it "yesterday?"

## **An overwhelming increase in sales.**

"We had too many orders to keep up with, so much work in progress," Delgado explained. "We were never sure when the order would go out."

They would get behind and unfortunately pick and choose, almost at random, which jobs to do.

"It was all over the place. Oh yeah, we'll be getting to your job soon, we had to say. The squeaky wheel would get the grease. Nobody was happy."

Owner/CEO Paul Steck realized they would have to standardize the way they were scheduling, so he turned to Dr. Lisa.

Mr. Steck's team started learning from Science of Business president Dr. Lisa Lang in September of 2012, and implemented her Velocity Scheduling System (VSS) starting in October, 2012.

## **Getting under control and reducing chaos.**

"She made us first stop what we were doing and reassess everything," Delgado recalls.

They put up the Velocity Board and stuck to it, and soon began to see their constraints. Because the Velocity Board is visual, nothing can hide and nothing can fall through the cracks.

The first thing they noticed was that it was clear whenever a job was not progressing as it should. This was often due to skill limitations or people not working on the right things.

"Working on the wrong things just derailed the train," he said.

## **The rocks emerged and were tackled one by one.**

Another constraint uncovered was the clutter of parts stored on their 10k square feet shop floor that always had to be moved around and out of the way, slowing down jobs in progress.

"With VSS we were able to change our operation to do a one piece flow to get the job done. We got the low hanging fruit out the door first."

Now the floor is generally empty by the end of the day, freeing them up for the next day.

After fully implementing VSS, they saw they could easily find ways to improve at each step, which increased their overall quality AND flow through the shop.

## **Lead-times through the shop reduced 50% to 75%!**

Products with an industrial finish sped up from 7-10 days to 4-5 days out the door, smooth finish from 10-12 days to 5 days, and a remarkable turnaround from a month to only a week for clear coat finishes.

Delgado is especially pleased that they now have the confidence to work a miracle in a pinch for their customers.

**To learn specifically what the Exothermic gang did, watch a 47 minute webinar on "How to Get More Jobs Done Faster" <http://www.velocityschedulingssystem.com>**

“Dr. Lisa calls it a *mafia offer*. We can say yes without it affecting everybody else’s order.”

He cited a customer who was recently experiencing an uptick in orders and needed 25 parts right away, which often translates to hundreds for Exothermic, then called back later and needed 25 more.

“They called on Monday and needed them by Friday. It’s usually 7-10 days for 60 and we got them these in four days. The purchasing manager told me they KNEW we could do magic.”

And they feel they can. That’s confidence. Can’t put a price on that...or can you?

## **Doing Miracles = Loyal Customers and Increase Sales**

If it means loyal customers who always turn to you, how will that change your bottom line?

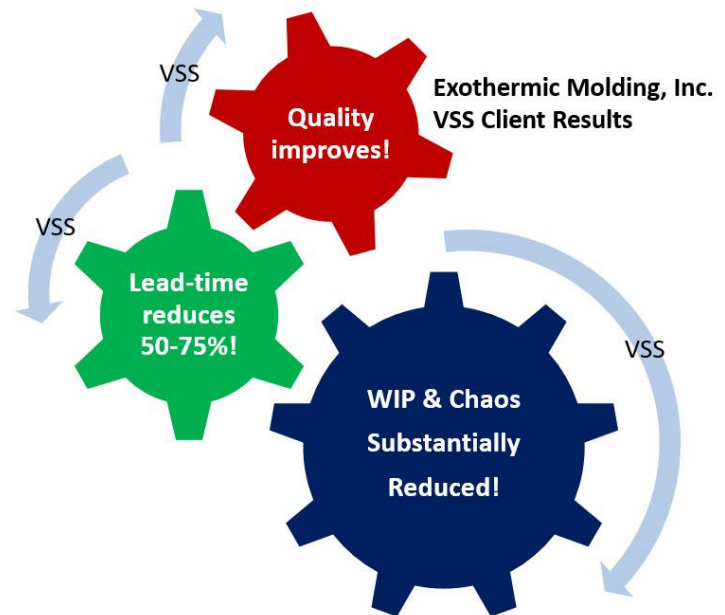
“VSS has had an extremely positive impact in adding new business with our existing customers,” Delgado declared.

“We can always identify now what needs to go where and when.”

They have the confidence to accommodate changing orders without affecting others. They can better identify training and production needs, technology changes, and can accept more work while maintaining a reputation for coming through under pressure.

“We went from needing a treasure map to find parts to knowing we can get an order on a Monday and get it out on Thursday.”

Their customers have confidence in them, and they have confidence in themselves – and this is over 2.5 years AFTER implementing VSS!



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