



## Extrusion Technology

### Achievements

Extrusion Technology Inc. began its Lean Journey in 2004 in an effort to help execute its company vision to be the World's foremost full-service supplier of mechanical solutions for circuit-board mounting systems. Continuous improvement has been the foundation for building our company's success.

- Over the past 5 years, sales have grown 277% or a compounded annual growth rate (CAGR) of 26.8%.
- Over the past 5 years, profits from operations have grown 834% or a CAGR of 56.4%.
- Employee productivity when measured by value added per payroll \$ improved 91% over the past 4 years.
- In 2005, introduced Lean Functional Manufacturing Teams throughout the Operational Organization, empowering our employees to drive continuous improvement.
- Production lead times have improved 20% in the last 3 years.
- On-time delivery has improved by 50% in the last 4 years.
- ISO 9000 certified.

### People

XTech is a privately owned company and over the years, the business has grown to over 175 employees working in two countries. At the core of the company's continuous improvement philosophy is the empowerment of its employees. In 2005, XTech introduced "XTechXcellence", a program designed to develop within our workforce a set of personal and team behaviors necessary to drive the company to World Class levels. At XTech, every employee is a member of a Lean Functional Team. These high performance work teams are designed to encourage team participation and employee empowerment. Each month, an outside consulting group comes on site for 3 days of training of the teams to help develop both their individual and team skills. In addition, our full time, dedicated Continuous Improvement Manager provides regular Lean Training sessions during the company's monthly All Plant meetings. Functional teams meet on a regular basis to discuss team performance and opportunities for improvement. Cross-functional team formation is encouraged to address complicated supply chain challenges. Each employee works under the mantra of "Do the right thing, not the easy thing."

### Process:

In an effort to connect the company vision to its strategic plan, annual targets and employee's individual performance goals, XTech develops an annual "Goal Tree". The Goal Tree, categorized by major functional focus areas, identifies critical tasks and projects intended to drive the execution of the annual and strategic plans. To help focus the organization and better deploy its resources, XTech uses a process referred to as the Goal Deployment Matrix (GDM). The Matrix is divided into four critical quadrants:

1. Stretch goals
2. Strategies
3. Initiatives
4. Projects

Goal deployment is XTech's structured method of aligning resources and activities to the overall vision and mission of the company.

Under the direction and leadership of its Continuous Improvement Leader who is a certified Master Black Belt and lean manufacturing expert, XTech utilizes lean tools like Kaizen blitzes and a plant wide 5S program to help drive continuous improvement. Primarily a make to order business, Extrusion Technology has introduced kan bans, cellular work cells and pull systems to help reduce production to delivery time. Formal Visual Work Instructions and Process Area Must Do's help to drive quality improvement and operational discipline.

### **Products:**

XTech is a leading worldwide supplier of mechanical systems – specializing in faceplates, front panels and mounting solutions - for circuit-board technology and embedded systems for a wide range of demanding industries: telecom, GPS, wireless, military, instrumentation, security, medical and data storage. XTech's mission is to deliver to customers products that make electronic packaging systems look as smart and precision-engineered on the outside as they are on the inside.



### **Company:**

Founded in 1945, headquartered in the Boston-area, privately held, XTech and its customers typically form long-term partnerships based on our mutual goals and expertise. With manufacturing facilities in the Boston-area and XTech's WOFE in Xiamen, China, demanding customer requirements from prototyping to high-volume production are supported; XTech provides total "life of product" support. The Company has an outstanding reputation with its global customer base (OEM, EMS, ODM accounts) as offering superior customer and supply-chain support, customized engineering design and development services while providing the highest quality product with superior technical properties and rapid delivery times.

XTech continues to build on a dedication to environmentally friendly manufacturing and management practices. XTech recycles precious metals and generates the electricity for its lighting and computer systems through photovoltaic (PV) solar panels atop its headquarter facility.

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