



Achievements

Metalworks, along with its sister business units, is committed to being a leading provider of quality metal filing, storage, and desking solutions. Our corporate behavior is guided by our Core Values which includes providing value to our customers and treating people fairly and with respect. Using the Shingo Model as a guide for Continuous Improvement, some of our achievements are as follows:

Environmental, Health, and Safety:

- 88% reduction in OSHA Reportable injuries since 2002.
- Development of First Responder teams for Metalworks on both shifts.
- 89% reduction of Volatile Organic Compounds emitted since 2000.

Quality:

- 75% reduction in rate of Customer Complaints per Million.
- 68% reduction in scrap / rework as a % of sales past 4 years.

Cost:

- Cost Savings totaling \$ 6.27 Million over the past 5 years.
- 15% reduction direct labor costs.

Delivery:

- 33 – 50% reduction in customer lead time.

Empowerment:

- CI Suggestion system that has realized a 55% success rate (approved and completed), and a 91% closure rate.

Market Share and Sales:

- Awarded GSA provider status.

Awards and Recognition

Metalworks has received the following awards and recognition:

- ISO 9001 certified.
- 2005 Michigan Shingo Award Bronze level.
- 2006 Ergonomic Improvement Award – State of Michigan.

People

Metalworks is a privately owned company that was purchased over 40 years ago. Through continued investment, the owners have grown Metalworks from a small job shop into a recognized leading supplier in the Office Furniture Industry, employing over 300 people.

Metalworks employees have a long history of striving for continuous improvement, while maintaining customer satisfaction. Lean principles have been used to govern decisions made throughout the company for many years. We have been able to do this by continuing to educate, improve and involve all employees in the elimination of waste. In 2006 we introduced the Continuous Improvement Matrix which has given us a visual measure of the progress of each functional area on the Lean journey. As each area completes their process maps of the PDCA cycle they are developing an understanding of how their process continuously improves, what lean tools to use, what resources to call upon, and how to measure their improvements.

Telling the truth, treating people fairly and with respect, and providing a safe work environment are central principles the management follows. Metalworks is recognized as a leading employer in the community. Metalworks and its employees are also leaders in community support and contributions.

Process

Metalworks is succeeding in the competitive Office Furniture Industry by being a top supplier to both OEM's and Dealers. With a focus on flexibility and short lead-times, Metalworks builds product to order, meeting the customer's expectations. In some instances, customer orders are electronically downloaded directly into our schedule system. The order entry / scheduling system allows all customer orders to be communicated to the shop floor within minutes. Improvements in Shipping processes allow real time tracking of orders as they are loaded for shipment.

Within the 120,000 square foot facility are metal fabrication, painting, and assembly processes. State of the art, metal stamping and laser cutting machines start the product. Robotic welding equipment provides the ability to produce consistent, high quality, sub-assemblies. Computer controlled powder paint equipment allows an exceptional finish to be applied. Assembly labor has been reduced over 35% through continual improvement practices.

Value Streams were established to connect the fabrication, paint, and assembly departments to insure a smooth and productive flow of product. Each Value Stream is paid a production bonus for staying on schedule. Monies are subtracted from the bonus payout for defects passed on to the customer. Lean manufacturing principles have guided Metalworks through many improvements.

Product

Metalworks and its sister business units manufacture a complete line of Pedestals, Lateral Filing, Wardrobe Towers, Bookcases, and Desking products. A leader in the Office Furniture Industry, Metalworks and Great Openings can provide over 1000

different colors for any of the products manufactured.

Metalworks supplies products directly to OEM's. By labeling as specified, Metalworks is able to ship OEM product direct to the end user.

Product is also sold under the Great Openings brand name. Great Openings is a direct to dealer sales division offering a complete line of filing and desking solutions. Started 10 years ago, Great Openings has grown to represent 50% of all Metalworks' sales.

The Corporation

Metalworks consists of three separate business units located in the Ludington, Michigan, area. Metalworks is 120,000 square feet and employees 210 people. It serves as the parent company for the corporation. Fab-Lite located in Manistee, Michigan, is 40,000 square feet and has 90 employees. Fab-Lite is a complete manufacturer with metal fabrication, painting, and assembly operations. It produces the lower volume product lines sold to both OEM's and through Great Openings. The third business unit is Component Services Division. Component Services also located in Ludington, is 8000 square feet and employs 15 people. Component Services has metal fabrication processes and produces components for both Metalworks and Fab-Lite.

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