**SUCCESS STORY**

**RJG**

RJG is the recognized leader in implementing scientific molding strategies and techniques that 'Help Injection Molders Succeed'. Located in Traverse City, Michigan, RJG has been involved in the injection molding industry for over thirty years. It is the only company that provides digital sensor technology in combination with comprehensive and robust control systems, and plant-tested processing strategies. In addition, RJG provides in-depth training and professional support which provides their customers with a window into their molds and processes, helping them improve product quality and consistency while optimizing efficiency and performance.

RJG, Inc. contacted the Michigan Manufacturing Technology Center (MMTC) at Northwestern Michigan College (NMC) for assistance in improving their management framework and increasing efficiencies in operating procedures. The desire was to condense the many tasks the team was juggling, communicate the action plan to the rest of the organization and monitor the effectiveness of changes made to its processes in phases.

The management team was formed through internal promotion, and most had little to no formal management training. Meetings were too long and did not have clear outcomes. RJG wanted to learn how to prioritize tasks. By keeping high priority tasks in focus and only moving on to the lower priority tasks once the others were under control, the organization built in the discipline needed.

MMTC’s training was focused on implementing Lean principles and strategies including P-D-C-A cycle (Plan Do Check Adjust). RJG Operations Manager, Dale Westerman explained the value of the MMTC-NW approach to the company. "MMTC led exercises that helped us prioritize and dissect tasks into manageable pieces," RJG Operations Manager, Dale Westerman explained. "They helped us understand and define wastes through mapping our value stream. We learned how to implement lean tools to reduce and/or eliminate costly wastes and how the importance of having the right people involved in the decision making process to help drive change throughout the company. Hoshin Planning training showed us how to deploy our plans using a Mother A3 (or big picture perspective), along with baby or supporting A3’s (action plans) for various departments or teams. Our teams now meet regularly to benchmark our progress to the overall company goals laid out in the Mother A3."

**Impacts**

- Eliminated time and complexity from the typical quoting process from two hour to about 10 minutes
- Reduced on hand inventory by 50% and transitioned to an on-demand way of doing business.
- Reduced cycle time by 30% and improved the user friendliness of the training registration process.
- Increased repeat customers from 34% to 58%.
- Returned outsourced printing work to internal print on demand, reducing scrap from overproduction.
- Increased number of customers in the growing medical field from less than 15 to 20%