

TRANSFORMATIONAL JOURNEY LEADS TO IMPRESSIVE IMPACTS

ABOUT JV MANUFACTURING, INC. J.V. Manufacturing of Springdale, Arkansas, produces large scale commercial compactors. The family-owned business has a history of caring for its 200-plus employees, and the company's policies are family-focused. Employees with school-aged children, for example, are allowed time off with pay to participate in school activities. The company is passionate about providing safe, quality products and outstanding customer service.

THE CHALLENGE. J. V. Manufacturing implemented Lean practices years ago, after several members of the management team traveled off site to receive Lean training. Evidence of their efforts is obvious. Variations of cellular production, workplace organization, just-in-time materials, and one piece flow can be found throughout the operations. However, to remain competitive, the company needed to advance the training, re-set the bar, and identify new opportunities. The company submitted a request to the Arkansas Economic Development Commission Manufacturing Solutions (AEDCMS), part of the MEP National Network™, asking for assistance with Lean Manufacturing training and Lean Transformation facilitation.

MEP CENTER'S ROLE. Building off of J. V. Manufacturing's previous success with creating and implementing Lean practices, AEDCMS focused on educating team members on specific Lean tools. After participating in a Lean Manufacturing 101 training, employees moved on to Value Stream Mapping and KATA training and implementation. AEDCMS facilitated Kaizen improvement events to help J.V. Manufacturing better meet customer demands, and provided coaching to help sustain the gains already achieved and prepare the team to move more confidently into the future. The company reduced overtime hours, retained jobs, and made an investment in workforce skills that paid off in stronger sales.

"We contacted AEDCMS with the intent to train new employees and refresh some of our older employees on the fundamentals of Lean Manufacturing. As a result we have reduced our overtime hours to 9 percent, with the goal of 5 percent or less still in reach. We are very excited here at Cram-A-Lot® about seeing this project come together and achieving our company goals while expanding the use of Kata and other Lean principles throughout our organization."

-Jeff Givens, VP of Operations

RESULTS



Sales impact: **\$53.5 million**



Jobs retained: **220**



Investment: **\$2 million**



Reduced overtime hours to **9%**

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