

## TRANSFORMATIONAL PRODUCTIVITY CREATES A CUSTOM ROADMAP

**ABOUT CARBIDE GRINDING CO., INC.** Carbide Grinding Corporation (CGC), also known as Gorilla Mill, is a third-generation, family-owned company based in Waukesha, Wisconsin. They manufacture an award-winning line of high-performance cutting tools, including the nationally recognized Gorilla Mill brand.

**THE CHALLENGE.** CGC needed guidance at a critical time. They were in the process of expanding into complex new markets (e.g., aerospace), and looking to position themselves as competitors against the industry's biggest players. CGC wanted a roadmap that prepared them for strategic growth without compromising their unique culture, which is keenly focused on the customer experience and harnesses a distinctive marketing style. The company knew they needed help with backend challenges like Lean manufacturing and process controls, plus assistance leveraging employees' strengths. CGC also wanted to create an organizational structure with clear roles and responsibilities, including a succession plan to manage ownership transition. CGC turned to WMEP, part of the MEP National Network™.

**MEP CENTER'S ROLE.** WMEP recommended CGC participate in a transformational productivity (TPI) journey. This created an agile roadmap that included an analysis of the New Production Introduction Process, having each employee participate in the Gallup StrengthsFinders process (which pinpoints what employees are good at and enjoy doing), value stream mapping (which led to an improved plant layout), and an assessment of CGC's key performance indicators (KPIs). WMEP worked collaboratively with the leadership team to create a transformational roadmap, then coached employees at every level through implementation.

**"We just surpassed the \$15 million mark per year. There's no way we could have done that without WMEP's help. One thing that I was leery about, working with a consulting group, was them wanting to change who we are. WMEP allowed us to be who we are but polished us to become better and still maintain the same attitude and the same swagger. We have a great future ahead of us and we are going to continue with WMEP because there's so much we still need to learn."**

-Kevin Cranker, President & Owner

## RESULTS



5 new jobs created



50% increase in sales



33% improvement in process time



25% increase in productivity



10% increase in first pass yield (from 83% to 93%)

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