



## Project Shifts Amid Pandemic

Since 1932, Curt G. JOA, Inc. has been known for innovation in the disposable hygiene industry. Their team of engineers, technicians and assembly staff work together with customers to create custom, inventive and efficient converting machines that have made JOA the standard in quality equipment worldwide. DB&A was engaged to help JOA understand why they were experiencing increased costs and extended delivery times. During the course of the project the Coronavirus Pandemic created an increase in demand as JOA manufactures the machines that make hygienic face masks. DB&A was present to assist in this pivot of operations to manage increased demand while still reducing costs.



### DB&A Analysis

DB&A consultants performed an in-depth analysis to observe every level of the operational organization to understand:

- What employees do?
- Why they do it?
- What processes and systems are in place?

DB&A consultants also evaluated:

- Equipment and Materials Utilization
- Existing Processes
- Quality Shortfalls
- Inventory Levels
- Business Culture



### The DB&A Difference

#### Financial Results

- Project Cost: \$1,280,000
- Annualized Savings: \$2,480,000
- ROI: 1.94:1

#### Project Results

- 15% reduction in Engineering Change Requests.
- 30% increase in productivity.

Our initial analysis discovered that management did not engage in proactive leadership or informed decision making, thus creating a culture where employees were left alone to make decisions around planning, scheduling and production.

In fact, the position of front-line supervisor didn't exist so upper level management was left to make all decisions. The company lacked effective project planning, and as a result, problems were realized too late and over budget.

The company was not using metrics and had few processes in place to support making informed decisions. Production sequencing and standards for work were not used. All of these inefficiencies led to poor planning and execution, higher costs, longer lead times and a decline in sales in an industry with growing competition.

## Implementation Actions

The DB&A team began by creating a front-line supervisor position. These supervisors were trained on how to identify barriers keeping employees from being productive and how to reduce and/or eliminate those barriers.

DB&A worked with management to establish clear Roles and Responsibilities and communicated these new defined roles throughout the plant. In addition, a compliance audit was installed to ensure each level of leadership was taking ownership of their roles.

DB&A took an embedded approach to put new processes in place, train employees and managers to execute these processes, and guide the management on the metrics to determine productivity, efficiency, and on-time delivery. As a result, front-line supervisors and employees began to understand “what a good day looks like.”

The team worked to implement a daily schedule control and activity tracker to ensure the workforce is fully loaded. This process would help identify where the workforce resources could be better utilized.

A Communication Plan was implemented to ensure teams throughout the organization were tracking and reporting metrics and KPI's. Weekly and Monthly operating reports were put into place.

All of these efforts contributed to a proactive management style that empowered the supervisory team to focus on following up with employees, identifying and addressing issues, and ensuring the organization was staffed effectively.



## Management Culture Transformation

During the course of this project, the company experienced an increase in sales due to the Coronavirus Pandemic and immediate need for face masks. The client extended the contract with DB&A for an additional 5 weeks and waived the savings guarantee as overall project goals shifted.

The processes that DB&A had been putting in place to improve productivity and reduce costs allowed the organization to pivot and increase face mask machine production quickly and effectively.

This resulted in \$2.48M annualized savings. The organization realized a 30% increase in productivity, direct supervisory time increased from 7% to 34% and Engineering Change Requests were cut 15%.

“The Analysis helped us see what the potential could be in both qualitative and quantitative data and with that we had an understanding of where we could take our organization with DB&A's help.”

- Richard Michaletz,  
President

Since 1987 DB&A has provided cross-industry management consulting delivering 15-20% in operational and financial improvements to our clients with a financial guarantee. We deliver customized solutions that maximize existing resources to increase efficiency, capacity, and productivity. Our approach is to work with all levels of management to transform management culture in order to drive accountability where it matters most: the front-lines. For more information visit [www.dbaresults.com](http://www.dbaresults.com) or email [contact@dbaresults.com](mailto:contact@dbaresults.com)