



By John Bozzelli

## Surviving:

Often privately held  
Run by technically bright with solid CFO;  
Leaders

Purchases on least cost to company not least price to purchase  
Collaborative supplier base; follows G. Beall's: Design, Resins, Tooling, Processing

Quotes, cost plus resin,  
Equipment, facility decisions made by people that use it  
Does more than typical injection molding;  
Two shot, Blow, Gas (Pack, assist, water),  
In-mold labeling (décor)  
Advances expertise in core competency (not too many, develops new.  
Solves root causes of problems  
Supervisor seek employee view, seeks employee questions

Employees take ownership; keep the place clean and functional  
Drives inventory by economic planning

Front office can operate shop floor

Visual instructions; does not overemphasize ISO, Six Sigma etc.

Follows Deming's 14 points  
Effective use of consultants

Hires bright, work ethic people: degree, looks, race etc. blind. On the hunt for innovators  
Trains employees multiple jobs, employees request training  
Does most of repair/construction in-house; innovatively  
Reads customer needs, responds, plus trains customer  
Fires customers

## Struggling

Often publically held  
Managed on financial basis, no technical risk, note difference between managing and leading, see Iacocca's book  
Purchases on least price vs. least cost to company  
Pits one supplier vs. another; does not do all four key components of a successful plastic part/product see Glenn Beall.  
Quotes cost per 1,000 parts  
Equipment, facility decisions made by purchasing  
Does only one process, like injection molding

Expertise in core competency not maintained, advanced; develops nothing  
Processes around a problem  
Supervisors shoot the messenger; employees do not ask supervisors or managers questions, intimidated  
Employees do not care, seek or take ownership, often trash the place  
Drives minimum inventory, ignoring frequency of mold changes and time to thermal stability  
Front office has limited to no knowledge of shop floor  
Emphasis is follow instructions, do not rock boat; DOE's, Six Sigma overemphasized to the point innovation is squashed  
Never heard of Dr. Deming  
Does not screen consultants, uses too heavily  
Hires on basis of degree, appearance, no odd balls, no respect for mavericks

Assigns training, not by request,

Contracts most repairs/construction

Lip service to customer; company procedure takes precedence  
Allows customer to bully him