



Northwest Wisconsin Manufacturing Outreach Center

## Success Story: MarquipWardUnited A Barry-Wehmiller Company

<http://www.marquipwardunited.com>

Marquip Combines Lean Enterprise with Living Legacy of Leadership

### Profile

Location: Phillips, Wisconsin  
Headquarters: Barry-Wehmiller Companies, Inc. of St. Louis, MO  
Years in Business: 39  
No. of Employees: 480 in Phillips  
Products: High-speed corrugating, finishing, and sheeting machinery for the corrugated box and paper-converting industries.  
Pasteurizers and bottle washers for the beverage industry.

NWMOC Projects: Lean Certificate Training; 5S; Value Stream Mapping; Quick Changeover; Total Productive Maintenance; Cellular Flow



MS120 Slant 60 Turning Center before Lean

### Situation

Previous lean initiatives at the Phillips facility focused more on manufacturing “numbers” and less on the people whose lives were affected. In the summer of 2005, they realized their need to embark on a more grass roots, organization-wide lean journey that would involve their IT department, Accounting, and all other non-manufacturing areas. They wanted to break down existing silos and create cross-functional Lean leaders. Their belief that Lean was much more than a business initiative, combined with their passion for their people, prompted them to integrate their Guiding Principles of Leadership with lean initiatives to create what they fondly refer to as the “Heart & Soul of Lean.”

### Project

In March through June of 2006, NWMOC project managers provided lean training to 20 silo leaders. These former silo leaders touched another 100 employees by involving them in 13 different lean projects, which were coached by NWMOC project managers. The previously coveted corner offices were vacated and, as a result of restructuring teams around the value stream lines, the five new value stream leaders were co-located with their team members. Fueled by their desire to provide a safe, enriching environment for employees to use their many talents, they took 5S to a new level and added two “S’s”—Safety and Satisfaction—to the traditional 5S. As they continue on their Lean Journey, the lean leaders at Marquip know that help is just a phone call away, thanks to the NWMOC. “By combining Lean with our Guiding Principles (of Leadership), we provide meaningful roles that engage our team members in the design and implementation of our strategy,” commented Bob Chapman, CEO of Barry-Wehmiller.

*“Lean empowered our team members to take control of processes in their area.”* Bob Fiorelli, Director of Manufacturing Services – MarquipWardUnited, Phillips, Wisconsin.



MS120 Slant 60 Turning Center after Lean

### Results

- Increased productivity by 20%
- Reduced razor tooling floor space by 25%
- Reduced machine changeover by 50%
- Reduced circuit test travel path by 49%
- Decreased knife stiffener set-up time by 75%
- Reduced month-end closing time in Accounting by 25%
- Eliminated 21 non-value-added Accounting activities
- Reduced custodial storage areas by 50%
- Reduced motor shop batch sizes by 88%
- Reduced travel path in motor areas by 93%