

Bending to Biotech



Marlin Steel Wire's
Transformation to a Life Science
Manufacturer

Life Science Clients in 2007



Millipore



Stryker



Life Science Clients Demand

- Custom Designs to solve unique problems
- High Quality
- Fast Delivery



How did Marlin Transform?

- Engineering Leadership
- Technology Investment
- Trained & Talented Team
- Lean Manufacturing
- 80/20 Principle



Engineering Excellence

- Latest Auto Cad 3d Modeling
- Prints Rule
- Revision Control
- Understanding of Fit, Form, Function – Lots of Questions & Collaboration with Clients
- Creative Talent that likes Problem solving
- Appreciation of internal constraints

Problem Solving Engineers



Technology Investment

- \$1,300,000 investment in the latest robots
- Extensive Training of employees on new technology
- Two Flat Screens on every office worker's desk
- 30" Monitors for Engineers



Robots & Great People



People

- Pay Well, Rich Benefits, Demand Quality
- Follow Nucor Philosophy – Hire Five talented people, Pay like Eight, Demand like Ten
- Provide 401k Plan – 40% match up to 15% contribution (average contribution =10%!)
- Provide Blue Cross Blue Shield
- Be Flexible – Pack & Play in Bookkeeper's office, Career Day for parents, Purchasing Manager's Beagle

Great People



People Continued: Goals

- Establish Clear Targets that are 100% objective and attainable
- Establish Targets that that each employee determines their own destiny - success or failure
- Instant Gratification - Pay weekly cash \$ bonuses based on hitting goals
- Chart progress – measure overall success and Management makes individual changes, so more employees succeed

Lean Manufacturing

- One Piece-Flow
- No Piles of Work in Process, less Raw Materials and less Finished Goods Inventory
- Reduced Material handling
- Smaller Purchase quantities and more frequent Purchases

Make One Piece at a Time



80/20 Principle

- Pareto Principle - 20% of your clients give you 80% of your profits
- Greenblatt Principle - The clients that generate 20% of your profits generate 95% of your headaches
- Result: Part ways with clients/vendors that cause problems
- Work Smarter – Not Harder

What does the future hold?

- Optimism – economy grew 4.9% last quarter, people will need more medicine and more healthcare as baby boomers age
- Growth of Life Science Clients - Marlin will deliver faster and solve more challenging problems with
 - More Robots
 - More Engineers
 - More Controls