



August 7, 2019

To whom it may concern:

Milacron is a global leader in the manufacture, distribution and service of highly engineered and customized systems with in the \$27 billion plastic industry and processing industry. Our MDCS segment designs, manufactures and sells hot runner and process control systems, mold bases, and components and MRO supplies. Hot runner systems are custom designed for each product a customer manufactures on an injection molding machine. We are the only global company with a full-line product portfolio that includes hot runner systems, injection molding, and extrusion equipment. We maintain strong market positions across these products, as well as leading positions in process control systems, mold bases and components, maintenance, repair and operating ("MRO") supplies for plastic processing equipment and fluid technology. Our strategy is to deliver highly customized equipment, components and service to our customers throughout the lifecycle of their plastic processing technology systems. We serve a diverse range of industries and have long standing relationships with many of our over 27,000 customers and leading market shares in North America and in emerging markets.

The complexities in our current technologies requires a comprehensive training strategy. The gap in our training standardization leaves employees underprepared for the every day demands to stay competitive in our industry. Currently at DME in Madison Heights, we have 78 full time employees that have not been trained in efficiency processes as continuous improvement. They are unaware of the power of standard operating procedures, 5S, suggestion systems and operational work teams. We have seen the power of these applications at our facility Greenville, MI. A comprehensive training program was implemented in March of 2018 at our Greenville facility resulting in decreased turnover, improved efficiency, and improved problem solving. Without the support of the Go Pro funding, Milacron would be at risk of implementing this ground breaking training due to lack of funds. Employees at our Madison Heights location had not been trained on lean methodology or use of the tools to make our plant more productive. We have antiquated processes in place in Madison Heights. Without proper training to bring our workforce to the next level, we are in jeopardy of losing out to our competition as well as losing jobs in this area.

By ensuring our employees are trained on these lean processes, we have taken waste out of our process and improved efficiency which allows for more time for new product development. We are becoming more efficient in our processes and the learning of 5S and continuous improvement processes has allowed our business to become more organized and keep our current employee headcount. The employees that participated in the training have successfully implemented their training to realize measurable impacts. We have improved several processes taking waste out of the process. The training has allowed our employees to improve our quoting processes by removing repetitive steps. The training has also allowed employees to understand their power and value to make changes to current processes. Employees are more engaged and they are referring more of their friends and family to work at DME. DME is a better place to be now that we have successfully applied these trainings.

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The Lean Training our employees received in Madison Heights has opened the employees' eyes on one of the worst forms of waste, underutilization of people. The employees have embraced this training and worked with HR to create development plans to utilize the skills they learned in the training. Employees are starting to understand the importance of improved processes as well as elimination of other wastes such as scrap, rework, and overprocessing.

By applying some of the lean training concepts, we were able to improve our quoting process by eliminating waste, removing almost 50% of the repetitive tasks. We have standardized some of the work processes which has allowed lower level employees to be more involved in the process. This has helped speed our quote to order process up by up to an average of 7 days to an average of 3 (more than 50% improvement).

This training has also created a synergy amongst previously siloed functions such as sales and customer service and estimating and manufacturing. By forming mini-teams with a lean focus, we are able to utilize cross functional teams to solve problems. Each team can offer a new and refreshed perspective on the issue and by utilizing skills such as 5Y, process mapping, and standard operating procedures, we have mapped out a future on how to create a standardized process of problem solving.

With the help of the Going Pro grant, our employees are now more qualified to deal with issues and solve problems more quickly which allows more time to focus on new product development, increased shadowing, improved development plans and improved efficiencies.

We thank the State of Michigan for allowing our company to participate in this exciting opportunity. By utilizing these funds, we were able to be more competitive in the market and we have even attracted larger companies' interest in the purchase of Milacron because we have such a talented workforce that is ready for the next chapter in our business.

Sincerely,

A handwritten signature in black ink that reads 'Lorraine Marshall'.

Lorraine Marshall

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