

Success Story

Market Diversification

Greenville Tool and Die

Internal Changes, External Opportunities

Change isn't new to Greenville Tool and Die. The company has been in business for over 65 years, expanding multiple times within those years. At one time Greenville Tool and Die was producing appliance and airplane parts from a 1,500 square foot garage. The company now designs and produces high-quality metal stamping dies for the automotive, appliance, trucking, construction, agriculture, and lawn and garden industries in a 90,000 square foot facility.

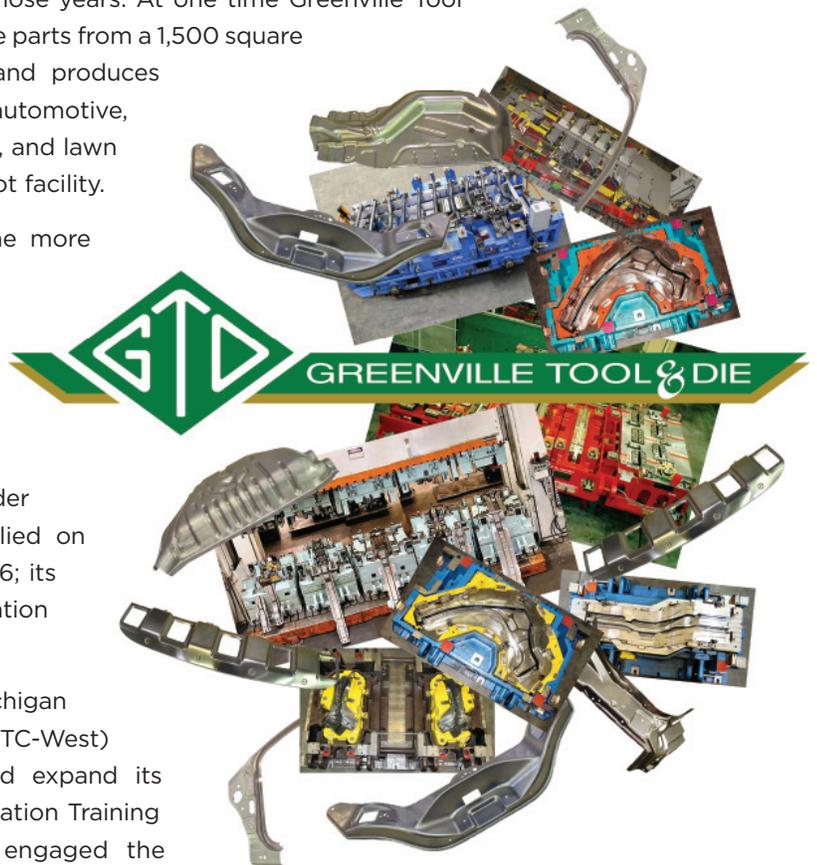
Greenville Tool and Die recently added one more change to its history: a culture change. The company determined its internal culture needed to align better with the vision of the company. As part of the alignment, Greenville Tool and Die also sought to develop a sales process that would inevitably expand its company. In order to make that transformation, Greenville relied on two things that have not changed since 1946; its highly-skilled, loyal workforce and its reputation for producing high-quality dies.

Greenville Tool and Die called on the Michigan Manufacturing Technology Center-West (MMTC-West) to help it transform company culture and expand its sales through the Strategic Market Diversification Training and Development Program. MMTC-West engaged the company's leadership to establish a clear corporate vision for company growth based on Greenville's core competencies.

"We learned a lot from MMTC and certainly respected their in-depth knowledge and their ability to reinforce the credibility of this process with actual life experiences," stated Human Resources Director, Stephen Foster. "They challenged us to really examine ourselves like never before."

The collaboration resulted in the creation of a strategic plan to improve employee engagement, attract and retain talent, train Greenville's sales force to be "sales hunters," and create a culture and process for continuous improvement.

"MMTC helped us develop a short-term strategic plan and timeline and the strategies to achieve it. They



then put the ball in our court, so that we could begin taking responsibility for making those changes,” said Foster.

The next step was to engage Greenville Tool and Die personnel as stakeholders in this vision. This step was taken to change the corporate culture. Greenville Tool and Die and MMTC-West planned a series of efforts to expand communication throughout the company. Among the efforts were bi-annual and quarterly meetings, a company newsletter, and various daily tasks. Each of these activities communicated company goals and highlighted productivity measures and employee achievements. It also conveyed an important message: each employee is a stakeholder in Greenville Tool and Die’s success.

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Stephen Foster, Human Resources Director, Greenville Tool and Die

Greenville also needed to redirect a sales culture that relied too heavily on personal relationships with long-standing customers. MMTC-West helped the company build a sales and business development process that focused on taking the initiative to secure new contracts. MMTC-West facilitators trained sales personnel to develop a clear understanding of Greenville Tool and Die’s potential customers, competitors, competencies, and resources. Sales personnel also developed an “ideal customer profile” to ensure the company found and

retained customers that it could serve excellently. In addition, the company targeted new markets for future expansion and solidified a plan to enter those markets.

Greenville Tool and Die quickly saw the results of their initiative and investment in culture change. Among some results, the Company saw:

- **Morale Improvement.** Employees gained a sense of ownership of the growth of their company because the corporate vision and productivity measures were communicated transparently.
- **Sales Increase.** “Our sales this year are up about 22% from last year at this point and although business in our industry has been good, we feel the new techniques and processes we learned with MMTC-West have aided us in securing some new customers and expanding business with our current customers,” commented Foster.
- **Business expansion.** Greenville added 5 new automotive customers, 1 new appliance customer, and 1 heating and cooling customer, and the Company’s employment is up 5 percent with more apprenticeship candidates slated for this year.

Greenville continues to explore ways to collaborate with MMTC-West to improve its sales presence, and the company intends to continue changing in ways that will improve its business.

Greenville Tool and Die
1215 South Lafayette St.
Greenville, MI

Website: www.gtd.com

Established: 1946

Employs: 200

Products: tool & die maker

Industries Served: Automotive, household appliances

Primary NAICS: 333514

