



## A Client Interview with Mr. Paul Adelberg, Vice President of Lean Technology, and Mr. Don Alcorn, Facility Manager, of Hayward Pool Products, Inc.

### 1. How were you first introduced to the IM Group?

**Paul Adelberg:** We were introduced to the IM Group through a mutual business partner – TBM Consulting. TBM is our lean manufacturing consultant. We had embarked on a corporate lean transformation and had hit a point where we wanted to ratchet up our lean events and our lean transformation, and wanted to reach a new level of commitment to training our employees. But we had hit a stumbling block, which was that our internal budget would not allow us to spend significantly more against our current commitments. So when the IM Group informed me that they could work with state and local governments to obtain training grants on behalf of Hayward, we jumped at the opportunity.

### 2. Did Hayward previously obtain government incentives or was this new territory?

**Paul Adelberg:** Companies think that they have done everything before at some point and that they can and should internalize a process. The reality is that we had little experience in working with governments in the past and it's just not what we do. We also don't want our people spending time working on this when they should be spending time on our day-to-day operations. We are not in the business of obtaining government incentives.

### 3. What was required from Hayward to obtain the incentives? Was there a significant time commitment involved?

**Don Alcorn:** Actually very little. We had to invest approximately 16 hours over a two-month period, which in our instance ended up returning approximately \$26,000 per hour of company time invested – so I would say it was an excellent investment.

**Paul Adelberg:** Yeah, that's just a little better than our normal ROI.

**Don Alcorn:** We spent time meeting with the state and gathering the required internal data, and the IM Group led us through the process and project.

### 4. Your lean journey has been extremely successful in helping to grow the Hayward business. How has the work that the IM Group has done strengthened the lean journey?

**Paul Adelberg:** With the work that the IM Group did helping Hayward to obtain state training support, we have significantly increased the bandwidth of the lean events for 2005–2006. Their knowledge in California, Tennessee and North Carolina was spot on and enabled us to take advantage of significant state support.

**Don Alcorn:** Since Hayward opened the Clemmons plant in 1995, we've been extremely pleased with the quality and skill level of the local workforce. With generous assistance from the One North Carolina Fund, Hayward will continue to support the state and local community by investing in lean manufacturing, which is integral to the professional progression and technical training of Clemmons employees.