



Ongoing Commitment to Customers and Employees Creates Supportive Climate for Idea Generation at Admiral Metals

A GBMP Client Case Study

Since 1950, Admiral Metals, headquartered in Woburn, MA, has built its reputation as a value-adding distributor by delivering competitively priced highest-grade metals with superb machineability. Long-standing relationships and over 8000 items in stock has helped Admiral Metals become the Northeast's leading distributor of metal products, and means Admiral can deliver top-notch metal tubes, rods and bars, sheet metal, and other shapes, all with precision accuracy, on budget and on time, often filling orders on an overnight basis.

In addition to long-term relationships with its suppliers, the company's sixty years of success is heavily influenced by the people who work at Admiral, some for more than thirty years. That kind of dedication and reliability underpins everything Admiral does, from its ADMIRAL CUSTOMER CARE CENTER, to order pickers, production associates, loaders and drivers – focusing everyone at Admiral Metals on delivering the very best in Customer Care.

Company President, Jim Burstein, describes Admiral's approach as follows: *"Building customer loyalty isn't a program; it's more to do with Culture. **Training and supporting your employees is critical.** If creating the very best value and service is at the heart of building customer loyalty, then the employees who deliver that value and service are the critical link. They create a contagious culture of loyalty and goodwill that they share with customers. **Find the right customers and treat them like the valuable assets they are.** It is better to create real value for the right customer-partners than it is to attract everyone out there. Identify customers who*

*are the best fit with your organization, then do everything in your power to attract and keep them. **A focus only on profit and short-term business goals can be contrary to building a culture of long-term customer relationships.** Customer retention requires a longer lens than the snapshot a quarterly financial statement provides. At Admiral Metals, this philosophy is at the very core of the way in which we have operated for sixty years. It has helped us establish a culture of mutually beneficial partnerships with our employees, our suppliers and our valued customers.”*

Admiral Metals has had a long-standing relationship with GBMP, both as a member company and as a training and consulting client. Lean and Six Sigma are seen as a natural fit within the Admiral organization, with their focus on delivering more customer value through the engagement and creativity of the employees who do the work. Over the past 10 years, Admiral employees have taken advantage of many GBMP services and member benefits, from participation in lean certificate courses to local plant tours and GBMP’s annual conference, as well as hands-on targeted training/improvement facilitation, and help with training grant applications. GBMP has coached Admiral employees through many process and facility changes, and has enjoyed watching improvement efforts grow in breadth and depth over the years, as Admiral managers and employees have become more and more self-sufficient in making process improvements.

Recently Admiral asked GBMP for help to enhance their improvement system once again, seeking to engage more people in idea generation and implement more employee-driven ideas. GBMP’s Ron Pujalte has been supporting this effort. Says Admiral Metals CFO/COO, David Pascucci:

“Ron gave us some initial training on how to build a more sustainable idea system and then coached us through the initial changes we needed to make to our existing processes. The revised program is off to a great start. We had 50% participation in the first month and a half, with 147 total ideas submitted of which 85 were implemented; We plan to stay on top of this improved program because we can already see the additional benefits it is giving our people and our customers. We know we need all eyes looking for and solving problems on a daily basis and the enhanced system helps do this and gives people a simple, straight forward way to put their ideas into action.”

Ron added, *“It was great to see the team work through several scenarios and create a plan for the idea system. The cross functional group did an outstanding job setting up the system across the Woburn Facility and I look forward to seeing the company wide roll out. The new system works on rapid response to employee ideas.”*

For more information about Admiral Metals please visit <http://www.admiralmetals.com>

And to view a video about Admiral Metals' history and commitment to customers and employees please go to http://www.youtube.com/watch?feature=player_embedded&v=k-pR5rfJcgo

For more information about GBMP please visit www.gbmp.org or contact us at 617-287-7630.