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Jamil Packaging: "THE KING OF QUICK"

PLATINUM AWARD WINNER

Martin 
Midline 924
Friday, June 19, 2009
122,670 boxes
1,042,752 square feet
5 order changes
16,226 boxes per open hour
7.56 Hours


Jamil Packaging



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Jamil Packaging: “The King of Quick”

By Nick Griffin, Griffin Communications

“You know you must be doing something right when a customer gives you ‘the King of Quick’ as a nickname,” according to David Diroll, Jr., General Manager of Jamil Packaging. How did Jamil earn this title? “These days boxmakers must be able to respond quickly, and be active as well as proactive. With us next day turn-arounds happen everyday,” says Diroll. “And, when it was really needed, we’ve been known to pull off the occasional same day turn around – sheets ordered at 9am, run starting at 12:30 and on the road to the customer by mid-afternoon.”

Jamil Packaging says that their competitive edge comes from being able to produce top quality products faster than their competitors, and still do it at a competitive price. “Our success comes from a combination of factors: our continual improvement program and the policies it created, our investment in state-of-the-art equipment and the vendor support which comes from it and, most of all, the crew we’ve assembled,” stated Diroll. So how does ‘the King of Quick’ measure its success these days?

“Our newest flexo-folder-gluer is a Martin 924 and Martin classifies the highest levels of production performance as Silver, Gold and Platinum. Our machine was installed last October and the Plant Supervisor ran it for the first three months while potential team members, most of whom had never before worked on a flexo-folder-gluer, ‘auditioned’ to become part of the permanent crew. Eventually we put together the team and they began working together in late December. By this spring the crew started hitting world-class production numbers.

First Silver, followed shortly by Gold and lately two Platinum days just a couple of weeks apart. Our goal is to get to Platinum almost every day.”

Jamil’s first Platinum day came on April 27th when its crew was able to convert 111,575 boxes in 7.38 hours, incorporating seven order changes. Its latest record-setting day, as of this writing in mid-June, produced 122,670 boxes in 7.56 hours, with five order changes, adding up to over one million square feet of converted board on a single machine in a single shift. Opened by Ira Aines in 1974, today Jamil operates from three locations. Company headquarters, design and primary manufacturing are in Mishawaka, Indiana, re-located from nearby South Bend, Indiana six years ago. The move allowed them to increase efficiency by nearly half. Jamil also maintains a sales office and warehouse two and a half hours away in Indianapolis and a small manufacturing facility located still further south in Gallatin, Tennessee.

David (Dave) Diroll, Sr. came to Jamil as a salesman in its early days. “Ira started with just a slitter, a band saw and a partition slotter,” chuckled Dave Diroll. “He took a very conservative approach to growth and business in general, always buying used equipment. I had to fight him to buy our first press, a used 52” Langston.” In 1994 Dave and wife MaryEllen Diroll purchased Jamil from Aines, choosing not to change the name because customers had come to know and trust the company under that name. He stated, “We thought the brand recognition we could lose with

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Nick Griffin

“

A lot of people think they can grow their business with top line sales, but we find that paying attention to people and processes is where the real returns come from.

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Award-winning Jamil crew members Brian Fretz, Alfredo Mendoza, Brian Pierce, Antonio Navarette with Plant Superintendent Dave Zimmerman, Plant Manager Randy Miller, General Manager David M. Diroll and Jamil President David A. Diroll.

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existing customers simply wouldn't be worth changing the name.”

In 1999 David Diroll, Jr. joined his family's business after several years with UPS and being steeped in their culture of continuous improvement — a program he helped implement at Jamil. “A lot of people think they can grow their business with top line sales, but we find that paying attention to people and processes is where the real returns come from. Being bigger doesn't make you the best, being the best at what you do makes you the best,” he explains.

“Our business really started to grow when we developed problem identification teams to analyze and solve work issues. We found that there's more money to be made when you stop blaming others and start looking at things which can be improved. The initial investment was in people so it didn't really cost very much, yet increased our bottom line by about 500%. Initially we identified 125-130 problems. Many were connected and solving root causes solved other issues. Some of the changes created new problems, but we worked through it to create solutions.”

“By focusing on people and processes we first had to make sure we had the right people. We made sure they were committed. We tore apart every process to see how we could fix it or do it better. Initially on our older flexo-folder-gluer we increased efficiency by 40% simply by reducing set-up times and restructuring flow.” As a later part of the process Jamil accelerated the progress by adding technology. “This allowed us to reduce costs, increase capacity and explore new markets. As a low cost supplier we're able to choose the types of customers we want and partner with those looking for a long term relationship.”

“Another aspect of investing in new technology has been the role our vendors play in our success and continual improvement,” offered Diroll. “We look to them to educate us, to share knowledge and information with every part of our company — everyone from customer service to sales to operators and even management. With the new flexo-folder-gluer we wanted Martin to help train our operators how to run the machine at full speed right from the beginning, not the ‘go slow’ and work your



Jamil Managers Amy Diroll, Craig Beutel, Vince Deal, Randy Miller, Tom Skrzybiec, David M. Diroll and David A. Diroll.

way up concept common with so many new machines.

We wanted to learn all we could about their equipment and develop a partnership for the future, just as we are committed to partnering with our own customers.” David Diroll, Jr. stressed, “If a company wants to grow it has to have its vendors help.”

A prime example of Jamil's focus on people is the record-setting crew which operates the new flexofolder-gluer. “As one of the most productive and therefore profitable parts of our business we operate the Martin 924 flexo-folder-gluer workcell as a business within a business,” explains David, Jr. “The machine is set up to run continuously at top speed so it has a dedicated four man crew, cross-trained in each other's jobs, not the more typical two or three operators dedicated to a single task or machine area. That way there's always a man to step in and relieve a fellow operator. If you're running top speed on every job, along with running continuously, then the cost of the fourth man is minimal. And, in reality, far less than the cost of stopping or slowing a run to accommodate a smaller crew.”

“The crew is unique in that it's self-managed,” points out Diroll. “There is no named leader and all its team members are equal. To be part of the

team, operators had to first agree to function as a team and realize they could not put themselves first. It's an atmosphere where every one of the four has a say in what happens and it's one that allows the team to call someone on the carpet if it is necessary and address its own problems quickly and efficiently.” The occasional substitute workers needed for smooth yearround operations are selected by and pre-approved by the crew.

Having both a psychological as well as operational effect, the work area around the 924 is fenced off. This allows only team members and the appropriate managers access to the work center. One of the exceptions to this ‘crew only’ policy is the Pre-Pressman, a Jamil employee who serves multiple workcells by being in charge of all aspects of pre-press. He's responsible for all

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David Diroll examines the progress of a job running.

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The “What’s Important Now” board keeps information press-side.



The “workcell” at Jamil’s 924 FFG is isolated from other parts of the plant.

tooling and supplies and for them being where they need to be, precisely when they are needed. Equally important, the Pre-Pressman is responsible for maintaining a safe and productive work environment through the removal of tooling and supplies not part of the current job.

“We created the Pre-Press position because organization and teamwork is the backbone behind fast set-ups. To be truly effective this philosophy has to go from the front office on down to the shop floor,” according to Dave Diroll, Sr.

Explaining the motivation of his Platinum-winning crew, David Diroll, Jr. describes it as fulfillment of the desire, “To be part of something bigger, to be the best of the best.” He also has a policy of continual recognition. “On an ongoing basis we take the time to recognize a good job and to celebrate successes. People have to feel that they are working with us and not just for us.”

“Most successful companies are those in which the owners are involved on a daily basis – have their thumbs on the pulse and understand the struggles and successes of their employees,” says company President Dave Diroll. “ And while business this year

is a little off due to conditions bigger than Jamil, staying connected with our workforce and working to continually improve has helped us to double in size in the last 6 years.” And that should help ‘the King of Quick’ stay that way.



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