

Brake & Clutch Strategic Business Unit Plan

Overall Mission/Vision/Goals

We will continually determine the needs/wants of our customers and deliver **satisfaction** faster and better than our competition. Our customers demand **reliability**, which in turn demands delivering world-class **precision**. All of us will lead by example by focusing on the customer and delivering fast, friendly and flexible customer service - We will strive to be **easy to do business with**. In addition to serving our customers, we will keep the interest of all of our stakeholders in mind. We commit to being environmentally friendly and to making our workplace cleaner, greener and safer.

We will focus on **creating the highest perceived value** within our markets. While each customer determines their own unique value, in general, value is created via **increasing** the following:

- **Precision: success demands it**
 - **Speed: in everything we do**
 - **Flexibility: right part, right place, right time**
 - **Agility: change is the only constant we have**
-

Brake & Clutch SBU Mission/Vision

The Brake & Clutch Strategic Business Unit is a mixed volume, medium mix operation that serves the automotive OEM & after-market and industrial marketplaces. We will **grow our SBU by at least 10%/year** at acceptable contribution margin rates by delivering zero-defect products at a globally competitive price within fifteen days of receipt of an order to exacting customer standards.

We realize that ever increasing standards are a way of life and will work to be ahead of this curve by creating and nurturing a continuous improvement culture that is flexible enough to work in/under a variety of expectations and that will change in a moments notice.

To reach our growth, cost and quality goals we will:

- ✓ Reduce scrap/cull waste and optimizing process flow by employing Six-sigma and Lean techniques as well as principles outlined in the ACE program
 - ✓ Reduce inspection costs by increasing employee awareness and accountability
 - ✓ Implement a worker cross-training program to enable greater molding flexibility
 - ✓ Continually reduce direct manufacturing costs.
-

Brake & Clutch SBU Goals

- ✓ *Achieve Revenue & CM goals*
 - ✓ *Fifteen day max lead-times with a 100% section fill*
 - ✓ *Scrap reduction (finished part) of 10% with a 30% reduction in cull waste*
 - ✓ *Sales/employee of a minimum of \$150,000*
 - ✓ *Direct manufacturing cost reduction of 5%/yr*
 - ✓ *0 PPM as reported by our customers*
 - ✓ *No lost-time accidents*
 - ✓ *Achieve 99.5% BellHawk & Cycle-count accuracy.*
-