

Cheri Hawkins, director of manufacturing for U.S. Stroller, leaned back in his chair as he thought about the events of the past two weeks. The president of the company, Judy Hawkins, Cheri's sister, had just returned from a conference on Lean manufacturing at the University of North Carolina. After the conference, she commented to Cheri,

We have got to do something about the high inventories, poor customer service, and high costs. I think that a Lean approach would work well for our manufacturing plant. At the conference in North Carolina we heard of many companies that have used Lean as a way to reduce cycle time, improve quality, and ultimately reduce inventory and cost. In our industry, the competition is looking for our business, and unless we do something now, we may lose our market share and margins. Cheri, I want you to take a close look at the plant and get back to me on how we can go about implementing a Lean approach.

BACKGROUND

U.S. Stroller is a leader in the production and sales of baby strollers in the United States. It has historically made very high-quality strollers that sell at a premium price. The company is known for its innovative designs and its good distribution system. U.S. Strollers are sold through major department stores, discount stores, and baby equipment stores. Altogether, 2,000 different sites in the United States distribute the company's products.

U.S. Stroller has been a market leader for over 50 years. At the present time it has 40 percent of the U.S. market, a competitor Graco has 20 percent of the market, and Kolcraft has 10 percent of the market. Various other companies, each with less than a 10 percent share, have the remainder of the market, including two Chinese companies that have entered the U.S. market. The Chinese companies seem to be selling a low-price stroller that could take market share away.

U.S. Stroller started its business in 1934 with the introduction of the regular model that it still makes. While the regular model has been updated over the years for differences in fabric and style, the basic design is still the same. The regular model folds easily for storage or transportation and sells for \$49 retail.

In 1955, the company introduced a deluxe model that sells for a premium price and is oriented to the upscale market. This model features a design that permits the stroller to be converted to a baby carriage as well as folding for storage or transporting. It also has an

adjustable footrest, a storage basket, and locking dual front-swivel wheels. This deluxe model sells for \$399 retail (see Exhibit 1 for an illustration).

In 1974, the company introduced its shopping center stroller. This model is very heavy duty; it does not fold, and it stands up well to the abuse that strollers take in shopping centers. The shopping center model sells for \$149 and has been extensively marketed in the United States.

Currently, the company is selling 1,060,000 units per year of the three types of strollers. The amount of each type sold is shown in Exhibit 2. These amounts are divided by 52 to arrive at an average weekly usage. Sales are, of course, irregular and can vary by 25 percent from the average weekly volume shown in Exhibit 2. Production is leveled, to the extent possible, to attain a leveled workforce.

The financial statements for U.S. Stroller are shown in Exhibit 3. Sales are approximately \$4.5 million per year. The gross profit is 25 percent of sales, and the net profit, after tax, for the fiscal year 2014 was a disappointing 2 percent of sales. Profits have been dropping over the past two years because of price decreases and the inability to maintain margins. The balance sheet in Exhibit 3 shows that inventories are turning very slowly, at a rate of 2.4 times per year. The plant is fairly automated and includes up-to-date equipment. On an after-tax basis the company has earned 3 percent on net assets and 8 percent on owner's equity. U.S. Stroller is a privately held company.

PLANT DESCRIPTION

Strollers made by the company consist of from 20 to 30 different parts. The frame is made out of chrome-plated tubing. The tubing is bought in standard lengths and then cut to size, bent to the proper shape, and drilled with holes for assembly. Each stroller has about 10 pieces of tubing that are assembled into the final frame. Wheels for the strollers are bought from an outside vendor and attached to the tube frames. The padded seats and backs are also purchased from outside. The strollers have a plywood insert inside the seat and in the back to give added strength. These plywood pieces are cut from large 4 x 8 foot sheets by the company and then inserted into the purchased fabric pieces. U.S. Stroller also buys other parts needed to make a stroller, including plastic parts, bolts, fasteners, wire baskets, and so forth. Altogether, about 50 percent of the cost of a stroller consists of materials that are purchased from outside.

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