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## The Acquisition of Modern Aluminum Extrusion Systems

by Roger A.P. Fielding, *BENCHMARKS*

**T**he last article discussed evaluating the various suppliers' proposals to ensure that the equipment which was being offered would in fact deliver the desired performance. It suggested that the teaching provided by each potential supplier in their product literature should educate the user about the key features which are included in the offer; for only then can the user set out to properly evaluate the alternative proposals. The article suggested the following approach to evaluation:

- 1) Listing the suppliers' claims against the performance specification: safety, lead time, conversion cost, reliability, productivity, yield.
- 2) Through correspondence, meetings and discussions with potential suppliers, the user brings each offer into line, so that it will deliver the specified performance.
- 3) If any suppliers will not, or cannot, meet the specification, the user must reject their bid or allow for increased operating costs or reduced profits through the life of the project.

- 4) The user can only compare the prices submitted by potential suppliers when all offer comparable performance and after-sales support.

Using one of the many available computerized spreadsheet programs, it's easy to prepare a matrix comparing, in words and numbers, the performance offered by each of the potential suppliers, and to show the cost of changing any (or all) suppliers' offers to meet performance specification. The comparison will take account of the respective delivery dates, and account for major differences in promised deliveries by

### Selection

*Definition: The act of choosing*

#### Key Words:

*Measurement, cost-benefit analysis*

adding appropriate costs for "lost opportunities".

The matrix of words and numbers will show the relative cost of acquiring modern aluminum extrusion systems from a number of alternative potential suppliers. However, after all the numerical comparisons have been made, and the

*see "Acquisition" continued on page 4*

### The Acquisition of Modern Aluminum Extrusion Systems

#### Motivation:

Definition: Something that encourages.

Key Words: Profit, cost, lead time, productivity, recovery, safety, environment.

#### Conception:

Definition: What remains in the mind as the product of careful mental activity.

Key Words: Recognition, understanding.

#### Specification:

Definition: A detailed, precise description.

Key Words: Goals, performance standards, design.

#### Evaluation:

Definition: The act or result of judging the worth or value of something.

Key Words: Fitness for purpose, comparison, alternatives, price.

#### Selection:

Definition: The act of choosing.

Key Words: Measurement, cost-benefit analysis.

#### Commissioning and Start-up:

Definition: To put in working order.

Key Words: Acceptance, performance.

Lawrence R. Difatta  
President of Granco Clark



*In the search for meaningful subject matter designed to capture the attention of the reader while delivering a useful message, the following thoughts crossed my mind.*

*The contents of the preceding columns in this periodical focused on certain products, attributes and philosophical business principles alleged to be an integral part of doing business with Granco Clark. In the area of products, the CVCS stretcher and taper quenching have been referenced as a means to operational improvement. From the view of activities within the organization, continuous improvement efforts and the quest for ISO certification have been highlighted as a method through which a value-added dimension is made available to our extrusion customers. Concepts like partnership, leadership and innovation have been discussed in varying degrees.*

*Having made these claims and wondering how they are perceived, it is now apparent that making the case is dependent on one essential element — Proof.*

*To arrive at the proof, indisputable evidence must be presented that bridges the gap between claims and reality; between promotion and performance; between planned and actual.*

*The source of that most compelling proof resides with our customer base. No single organization, plant or person at the customer level has any reason to validate the performance of Granco Clark unless our performance has been outstanding. Assessment of performance includes the product, the people, timeliness and support, both pre-sale and post sale.*

*With that in mind, the following questions are submitted for consideration: Which heating and handling equipment supplier can demonstrate the largest number of referenceable sites in the North American market? What greater proof is there than to have our customers provide testimony to their experiences with Granco Clark?*

*We submit that no other supplier operating in North America can offer as impressive a list of satisfied customers, and we are prepared to provide the proof — names and locations of satisfied customers available immediately upon request.*

*I rest my case.*

## Back on Track with the Granco Clark 24-Hour Parts Hotline

Seven days a week, around the clock and around the globe, the Granco Clark "24-Hour Parts Hotline" is always working to provide the international extrusion industry with the ultimate in parts and service support. When every minute of down-time equals lost revenue, fast-response parts delivery is absolutely essential. This is what Granco Clark promises — and delivers.

### A case in point

On Friday, March 12, at approximately 6:30 p.m. central time, Tim Parnell, Maintenance Supervisor at Vistawall Architectural Products in Terrell, Texas, left a message with the "24-Hour Parts Hotline." The hydraulic pump for the power unit operating the SST-Hot-Jet Furnace, Pusher and Shear had failed. The line was down.

Within the hour, Rance Stowell, Parts Manager at Granco Clark, returned the call. After a brief discussion of the problem, Rance went to work locating a replacement part from Granco Clark's hydraulic vendor, who is also accessible 24-hours a day. Rance quickly secured the pump, which arrived at Vistawall by 10:30 the following morning.

The replacement part was delivered within 14 hours of Tim's call to the Granco "Parts Hotline," and Vistawall's line was up and running within 24 hours of the failure of the hydraulic pump.



Rance Stowell

### A relationship with a history of exceptional customer service

Vistawall Architectural Products produces aluminum extrusions for storefronts and entrances and curtainwall products. They have been a Granco Clark customer for more than 14 years and have had a complete Granco Clark extrusion system for the past 17 months.

When asked to comment on Granco Clark's response to this recent parts replacement need, Terry Swindel, a manufacturing engineer who has been with Vistawall for more than 24 years, had this to say, "Granco reacts well in a downtime situation where others have been known to fail. This speaks well of Granco Clark and their vendors. They worked together long after hours to get materials out to us." Mr. Swindel also indicated that he considers Granco Clark's customer service to be exceptional.

Tim Parnell had praise for Granco Clark's Parts Manager, Rance Stowell, stating that, "Rance always does a good job for us."

Rance Stowell has been with Granco Clark for 17 years, and in the position of Parts Manager since 1985. When asked about his work, Rance explained, "I like all aspects of my job. I enjoy helping our customers and sharing my knowledge of parts, especially helping in breakdown situations. If I don't have the answer, I have access to a complete engineering department to help me with any problem. We have a great group of people at Granco Clark, all willing to help and do what we can to keep our customers running. That is our goal." ●

# New Additions to the Granco Clark Board of Directors

Granco Clark has recently added two new members to its Board of Directors: Mr. Keith B. Carruthers and Mr. Phillip M. Goy.

Keith Carruthers recently retired from his position as president and CEO of the Caradon Extrusion Group, a leading manufacturer of engineered aluminum extrusions, with six plants in North America. He first joined Caradon in 1972 as a sales manager at its Indalex plant in Toronto. Mr. Carruthers held several positions throughout the



*Keith Carruthers*

With more than 30 years of experience in the aluminum extrusion industry, Mr. Carruthers brings seasoned knowledge of the domestic and international marketplace to the Granco Clark Board. Additionally, he has been active in the Aluminum Extruders Council for many

years, currently serving as its Chairman.



*Phillip Goy*

Granco Clark also welcomes Phillip Goy to its Board of Directors. A Certified Public Accountant, Mr. Goy joins the Granco Clark Board with nearly 30 years of strategic, financial, and operational planning experience. Currently working as an independent consultant, Mr. Goy has held

several related positions, including Chief Financial Officer for the Data Systems Network Corporation -- NASDAQ, CFO for American Production Machining LLC, and Partner at Deloitte & Touche LLP.

Mr. Goy's years of consulting experience with manufacturing companies will add greatly to the breadth of expertise on the Granco Clark Board of Directors. He holds a BBA in Accounting from the University of Michigan and MBA in Finance, also from the University of Michigan

## New Equipment Installations

### U n i t e d S t a t e s

#### Extrudex Aluminum

*North Jackson, Ohio*

Extrudex Aluminum is installing an additional press line in their North Jackson facility. As part of the project, they have selected Granco Clark to supply a furnace/shear and extrusion cutoff saw. The furnace/shear system includes model 69-35-3 "SST-Hot Jet" billet/log furnace with a model 7/9 log shear and transveyor. This will be an 8" line; thus the furnace/shear will eliminate the need for any 8" cut billet inventory at this facility.

#### VAW of America

*Phoenix, Arizona*

VAW of America, a producer of primary and semi-finished aluminum components, has ordered a Model 69-25-2 billet heating furnace. The new furnace has a capacity of 5500 pounds per hour of 8" diameter billets, and will replace an existing Granco furnace supplied in 1984.

#### Equipment Upgrades at International Extrusion Corporation

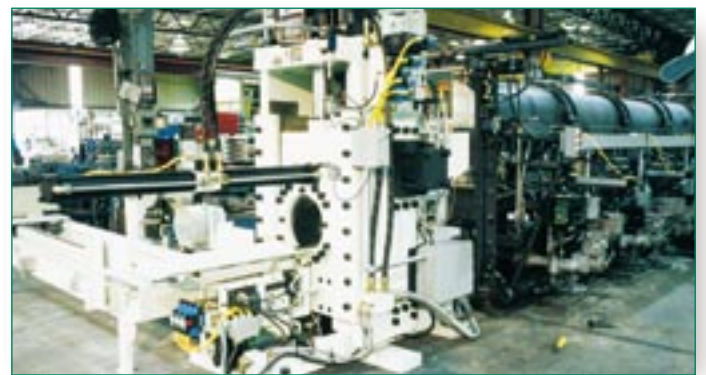
Experiencing significant growth in the last two years, International Extrusion Corporation is implementing extensive modernization, focusing on upgrades that will both increase production capacity and improve the yield of their extrusion operations. As part of this effort, they have selected Granco Clark to supply equipment for the following projects:

*Alhambra, California*

A new end-flow age oven, soon to be installed, will provide International Extrusion with vastly improved uniformity of extrusion temperature, reducing scrap and increasing

quality. The oven will furnish this extruder with an additional 18 million pounds of aging capacity to handle the anticipated production increase resulting from handling system modernization.

International Extrusion of Alhambra will also be installing a new automated extrusion system on its 3300-ton press line. The new system is a further upgrade of the line, which had a Granco Clark furnace shear system installed several months ago.



*A Granco Clark 9/11 log shear currently in operation at International Extrusion Corporation in Alhambra, California.*

The extrusion handling system features a high-pressure quench, single puller, adjustable hot saw, transfer belts, one man/no man controlled crush stretcher, and drop down arbor saw with auto gauge. The new equipment replaces a 1960s system with walking beam design.

International Extrusion is also taking the first step to upgrade one of their smaller presses with a Granco Clark

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## Acquisition from page 1

aspects of maintenance, the availability of spare parts and the after-sales support have been dealt with, there will still be a number of intangible items to be considered. The intangibles: How hard will the supplier work for me? What happens when I get a breakdown? etc., are all answered by the goodwill the supplier enjoys in the marketplace and the testimonials of recent customers.

The selection of a new aluminum extrusion system depends on rigorous Measurements, which are used to compare the proposals of a number of systems suppliers. Additions (or deletions) are made to each supplier's proposal to bring all the suppliers' offers into line.

The selection process depends on Cost-benefit Analysis to understand what they (the extrusion systems, the equipment and any changes to the equipment) do to the performance of the

extrusion business in terms of performance and cost.

Selection is dependent on getting the correct measure of each supplier's goodwill.

### *The Last Word on Prices:*

*"It's unwise to pay too much, but it's worse to pay too little. When you pay too much, you lose a little money -- that is all. When you pay too little, you sometimes lose everything, because the thing you bought was incapable of doing the thing it was bought to do. The common law of business balance prohibits paying a little and getting a lot -- it can't be done. If you deal with the lowest bidder, it is well to add something for the risk you run, and if you do that, you will have enough to pay for something better."*

*John Ruskin,  
author and social reformer  
(1819-1900)*

**to be continued... ●**

## New Equipment from page 3

furnace shear system. They are installing a model 69-35-3 "SST-Hot Jet" billet /log furnace with a model 7/9 log shear and transveyor. International is looking forward to the 3% scrap savings that the furnace shear system will bring them. In addition, they are anticipating a sizable reduction in metals inventory with the ability to cut on demand the exact size billet required.

*Waxahachie, Texas*

Granco Clark is providing a complete automated handling system for an existing International Extrusion 2200-ton press. The handling system features a double puller, which will provide the best utilization of a relatively short cooling table through the use of the "Multiple Extrusions Per Billet" program.

The new handling system also features belt cooling tables and a 50-ton one man/no man stretcher. The sawing system, including batching table, saw feed, saw and gauge is designed to accommodate 48-inch-wide saw batches. The wide sawing system provides high throughput, enabling the saw area to handle the high production rates.

## A b r o a d

### Aluminio Conesa

*Guadalajara, Mexico*

Aluminio Conesa is in the process of upgrading their 3500-ton Schloemann press and extrusion line with a new Granco Clark high pressure spray quench and double puller system. In addition, they are replacing their current heating equipment with a new Granco Clark Model 812-35-3 billet/log heating furnace and Model 9/12 log shear. Oil Gear will provide the new hydraulic and control system for the press. Granco Clark has also been awarded the contract for a new Model 57-30-3 billet/log furnace and Model 6/8 log shear to equip their 1800-ton Sutton Press line.

### Alinsa

*Amatitlan, Guatemala*

Alinsa is adding a new 1800-ton press line complete with a Granco Clark Model 57-30-3 billet/log heating furnace, Model 6/8 log shear and transveyor. The furnace and shear will have a capacity of 5000 pounds per hour of 7" diameter x 20' Logs.



# Worldwide

*Serving the information needs of the international aluminum extrusion community.*

Lawrence R. Difatta . . . . . President  
John C. Bugai . . . . . Vice President  
Roger Postema . . . . . Systems Manager  
Gerald (Jerry) McPherson . . . . . Systems Manager  
David Jenista . . . . . Systems Engineer

7298 N. Storey Road, Belding, MI 48809  
e-mail: [gcinfo@grancoclark.com](mailto:gcinfo@grancoclark.com)  
Phone: (616) 794-2600

[www.grancoclark.com](http://www.grancoclark.com)  
Fax: (616) 794-2878