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# Associated Addition

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Page 1

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## Merry Christmas!



Leadership Team- (Back L-R) Matt Miller, John Kapsner, Jammey Harroun  
 (Front L-R) Ted Schreyer, Mick Rykhus, Ryan Kapsner

We're happy to be wishing you all a Merry Christmas once again. It's hard to believe another year has passed! We love this time of year when we can pause and reflect on the blessings of the year and look ahead to what's in store for the future.

Thanksgiving has just reminded us that we are truly thankful for you – our customers, our employees, our vendors, and all of you who associate with us. We want you to know that we appreciate all that you've done for us this year and we hope we have served you well.

As we reflect on this year, the key word that keeps coming up is "opportunity". Our efforts with our EOS structure have allowed each person on our staff to make decisions as close to the work as possible. We have strived to put a framework in place to allow those "hands-on" decisions to be made in a way that doesn't lose focus on the big picture. This has allowed everyone in the organization the opportunity to improve and get more job satisfaction. Our hope is that this practice has given customers more value from our service, allowing them additional opportunities in their business.

We wish you a very Merry Christmas as we celebrate the Savior's birth. May the New Year and the decade of 2020 bring blessings and success to all of you!

*Ted and John*

## Leader of the Weekend

Jessy Harroun has been leading since his first days at AFI. That is why he became the perfect candidate to lead AFI's new venture—The Weekend Shift. The weekend shift comes with a different set of challenges that the other shifts don't face including the lack of support staff during his shift. While systems have been put in place to support the weekend shift, it doesn't have the luxury of all of the support of sales, estimating and engineering when questions arise. That is why it is so important to be able to have a leader that understands the business and can make the right decisions.



Jessy started with AFI in January of 2010 after finishing up his service with the US Army and leaving the construction industry. His first jobs at AFI were to hang and liquid paint on our Blue Line. This was his introduction to liquid painting and he would learn to master it over the next few years. Jessy soon became the leader of the Blue Line and had taken on one of AFI's biggest liquid painting projects. He started to refine the process and worked out the timing to make the production seamless. Before long his team was completing record numbers of parts in a record amount of time. It is clear that Jessy takes pride in leading and helping all of his team reach their full potential. He is also the driving force behind finishing all of the work that has been committed to ship on Mondays and that can be a big challenge!

Outside of work, Jessy enjoys being outdoors and hiking with his dog, Parker. You can also catch him reading and playing his harmonica or guitar during his time-off.

## Improving Our Reliability

EOS—Entrepreneurial Operating System— is a business managerial system that gives a company the framework to create a clear vision, simplify processes, increase accountability and uncover issues. AFI was first introduced this system in early 2018 and started to implement it's principles through-out the rest of that year. Implementer Joe Paulsen, led us through the first full year of the program and guided us through streamlining our departments and processes. He challenged us to set new types of goals and to fight the temptation to go back to our "norm". The ground level of the system is based on weekly "perfect" meetings in which there is no time allotted to tangents or story-time. The meeting is focused on finding issues in the company, solving them, and holding someone accountable to the solution.



The result has been a contagious culture of improvement. 2019 was the first calendar year for AFI to use the system to drive towards our goals. While we didn't hit all of our goals, we can see that the collection of new data, putting people in the right seats, and continually improving the company culture will drive us into an improved future. EOS has pushed us to spread responsibility throughout the company and take on challenges that face each department with more focus. That focus will improve the product that AFI puts out on a daily basis and increase our reliability to our customers.

## The Litchfield Corner

### Rolling Up 2019

The latest update to the Litchfield equipment is a Roll-Seal door that has been installed on the large batch oven. We replaced the old metal double-door with this "garage" type RollSeal door and have been impressed with the improvements.



This is a unique improvement that AFI hasn't tried in the past, but has a few advantages. The first advantage is that this door seals the oven much better than the conventional doors. The pliable fabric of the RollSeal is pushed against the oven door frame by the pressure inside of the oven. This covers all of the small cracks in the frame creating a better seal. The improved seal not only saves us money on the gas bill, but also helps keep the temperature more even throughout the oven. This allows us to feel confident that especially long parts are being baked evenly. The second big advantage is that the door can be opened and closed remotely, just like a garage door. This advantage allows the operator to stay on the fork lift and moving the load around while the door is opening. It also reduces the amount of time that the door is open letting heat escape because the operator isn't spending time jumping on and off the forklift.

We will continue to look for opportunities in the future, big or small, to improve our process and equipment!

## Salute to Service

On November 11th, we celebrated Veteran's day with the rest of America. We are truly blessed to have men and women fight for our sacred freedoms and keep this nation thriving. AFI is honored to employ so many veterans on our team and will always value the military service when looking for future employees. The skills and leadership that these individuals bring to our company is extremely valuable and has not gone unnoticed!

Thank-You Veterans!

# Veterans Day

Honoring All Who Served

