

# Roto North America

## Personnel Profile

Adrian Steenson, Director of Operations



At Roto North America, we have an unwavering commitment to being the preferred supplier in our industry, through highly competitive products and services that add real value for our customers. Achieving this goal would be impossible without the dedicated people who are part of the Roto North America team, and who are the lifeblood of our organization. One of the integral members of that team is Adrian Steenson, Director of Operations. Since joining Roto North America in 2015, Adrian has embraced the organization's philosophies of providing Superior Customer Value and continually looking for ways to not simply meet, but exceed our customers' expectations.



Adrian Steenson  
Director of Operations

### Five Questions and Answers

#### 1. What are some of the keys to Roto North America's success and growth?

One of main factors is our ability to provide consistent, on-time/in-full (OTIF) delivery to our customers - our delivery performance consistently averages more than 95 percent. This is because we have a good handle on purchasing, despite a wide customer variability. We have enough inventory to quickly fill our customer orders, yet we run lean, without a lot of excess inventory. Having two manufacturing plants in North America is a big plus since it allows us to react quickly to our customers' needs in both locations. Another of our strengths is our quality control, which is the reason for our **excellent reputation for product quality and reliability**. For example, we have an extremely low rate of return on our casement window operators. The reason for that is every one of our operators is rigorously cycle tested and torque measured. Our 100 percent automated inspection enables us to determine and address any issues before they arise, and before any piece gets shipped to a customer. We reject any parts not up to our demanding quality control standards.

#### 2. What value added services does Roto North America provide?

Everyone in the organization, from engineering to production to sales, works together to make sure we are not just meeting, but exceeding our customers' expectations. We firmly believe that customer service doesn't stop after the sale is made, which means staying in touch with our customers and quickly addressing any concerns they might have. At Roto Fasco Canada, our custom powder coating service enables us to provide a level of customization that many other companies cannot. At Roto Frank of America, our local subcontractors and the use of domestic suppliers helps reduce the overall short supply chain lead time significantly which, in turn, helps us react quickly to wide ranging customer needs.

#### 3. How does Roto North America use Lean Principles to enhance its productivity?

Continuous improvement is an important element of our organization. Through the use of periodic Kaizen workshops, we are able to take an objective look at our processes and identify waste or areas in which productivity can be increased. We also use Kaizen 5S (Sort, Set, Shine, Standardize, Sustain) principles to maximize the safety and efficiency of our workplaces and value stream mapping to analyze our processes from start to finish. This enables us to develop reliable measures for both plants (Chester, CT and Mississauga, Ontario) that improve and accelerate our throughput times.

#### 4. How do you adapt to the growing demands of the marketplace?

Although we are a wholly owned subsidiary of Roto AG, which is a global company headquartered in Germany, with 17 production plants and 40 subsidiaries worldwide, we are still agile enough to quickly adapt to the needs of our customer. Due to the variety of orders we receive, we have to be ready to switch gears to ensure OTIF delivery. Fortunately, having good relationships with our suppliers – both local and overseas – enables us to meet our customers' needs in a timely and efficient manner. In addition, being able to offer services in-house, custom powder coating for example, is a big asset.

#### 5. What growth opportunities are on the horizon for Roto North America?

As we continue to grow our business, we're looking at expansion plans since space in our plants is at a premium. One thing that is very important to us, especially as we grow, is to retain the customers we have by continuing to provide the high product quality and high service quality on which they have come to depend.

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