

and materials with its use—cost savings that can be passed on to the customer.

The simulator has also allowed managers and engineers to experience welding, allowing a deeper understanding of the process and how it can be improved.

As a result of the plant's focus on improvement, Dehrkoop says, "We've had the opportunity to bring work back to North America and bring that work back to this plant almost every year I've been here. And that's saying something right there."

John Peterson notes a few more examples of design improvements added at the facility and/or by the Jackson team: "We've put in a very rigorous in-field testing program, in which the software elements that go onto these tractors [undergo] a test process that runs them through thousands of cycles before we even put that software on the first prototype. We've also 'commonized' many of our components."

He notes the latter concept applies to things as seemingly simple as wires on different equipment being routed the same way, to the decision to use the reliable and robust AGCO Power engines across a range of Massey Ferguson tractors—from smaller 60 horsepower models all the way up to those wielding 370 horsepower. The benefit, says Peterson, a former navigation supervisor on U.S. Navy submarines, is that it allows for crosstraining and increased use of commonly available parts—both of which make the equipment and service faster and less expensive.

In the Shop, On the Farm

Back on the shop floor, welder Lynnette Anderson says there's no shortage of ideas on how to make improvements. "I ask questions all the time," she says,

and notes there are plenty of opportunities to explore ideas, including her own team meetings and with managers who regularly walk the floor.

But for Anderson, who was raised on a farm in



The Right Equipment

MILFRED, IOWA, PRODUCER DAVE GREEN took notice when he heard Massey Ferguson row-crop tractors would be built in nearby Jackson, Minn. Because of that, he says he's "much more apt to stay with Massey Ferguson. That does so much for our local economy." Then again, says Green, who raises up to 2,400 head of cattle each year and grows row crops, he'd already made up his mind to stick with his red tractors.

"We'd been John Deere, over and over again," he says. "But it was my brother who got me to looking at [Massey Ferguson tractors], because he had bought a Massey 8480 and an 8450. I helped him out, got to run them, and I thought they worked pretty well. We hauled a lot of manure, and the CVT transmission in them, I love that."

Soon thereafter, Green bought his own MF8480. Then, a little more than a year later, in early 2011, he purchased the MF8650.