

Written Testimony of Sarah Fields
Chief Executive Officer, Jetta

For the hearing entitled, “Investing in America: How Private Equity Empowers Main Street”
before the House Committee on Small Business, Subcommittee on Economic Growth, Tax,
and Capital Access

June 5, 2025 – 10:00 a.m.

Chair Van Duyne, Ranking Member McIver, and Members of the Subcommittee, thank you for inviting me to speak. My name is Sarah Fields, and I serve as the CEO at Jetta Corporation, a U.S based bathtub manufacturer with \$20 million in annual revenue and 60 employees.

We operate in the building products industry – an essential yet often overlooked segment of American manufacturing. I am here to describe how partnering with a *lower-middle-market* private-equity (PE) firm is enabling us to grow faster, operate more efficiently, invest in our workforce, and expand our domestic manufacturing footprint—all while remaining a nimble, people-focused business.

A Strategic Partner, Not Just a Capital Provider

While private equity is often viewed simply as a source of capital, our experience has been far more hands-on and collaborative. We partnered with a smaller private equity fund, where businesses like ours are a big deal to them. That matters.

It means we have direct access to senior partners—not just during the deal, but every week since. Decisions are made quickly. And more importantly, they’ve been willing to roll up their sleeves and work alongside us to move the needle.

This firm specializes in the manufacturing sector, so from day one, they brought meaningful insights—from production flow to supply chain management—that we simply wouldn’t have had on our own.

Improving Efficiency and Workplace Quality

In our first year together, this partnership led to a 10% increase in factory capacity and an 8% increase in efficiency achieved by redesigning our plant layout and optimizing workflow.

We also realized significant material cost savings through smarter sourcing and inventory management.

We’ve invested in improving our workplace environment, modernizing our plant floor, updating equipment, and implementing safety upgrades. These changes are designed to

retain skilled workers in an industry that relies heavily on craftsmanship and consistency—particularly in the finishing and assembly of high-quality bathtubs.

Enhancing Competitiveness in a Global Market

The benefits of these operational improvements are clear:

- We are now more competitive with larger, often global, players.
- We are gaining market share.
- We are operating more profitably, enabling continued reinvestment in growth and innovation.
- We are no longer just holding our own—we're expanding.

Fueling future Strategic Expansion

One of the most important advantages of private equity ownership is access to capital for growth—not only organic, but through acquisition.

Over the next six months, we plan to acquire a second manufacturing facility, which will allow us to:

- Expand our national footprint, reaching new regional markets.
- Reduce shipping lead times and freight costs, making us more competitive.
- Support new product lines that respond to changing customer preferences, including products traditionally sourced from overseas.

Creating Jobs and Onshoring Production

We are now in our third year of PE ownership and are seeing 15% year-over-year growth. We are actively working to onshore production of bathtubs we currently import, which will improve quality control and reduce reliance on international supply chains. As a result, we expect to increase our workforce by 30% over the next 18 months, adding high-quality manufacturing jobs in our community.

Conclusion

Our story demonstrates how private equity—when focused on long-term growth—can be a catalyst for strengthening small American manufacturers. It has enabled us to create jobs, reduce foreign dependency, improve worker conditions, and build a more competitive and sustainable business in a foundational industry.

Thank you again for the opportunity to share our experience. I look forward to your questions.