



## What is AME?

### The Association for Manufacturing Excellence

(AME), founded in 1985, is a not-for-profit organization dedicated to cultivating understanding, analysis and exchange of productivity methods and their successful application in the pursuit of excellence. We are practitioner-based, and our events and workshops focus on hands-on learning. AME publishes the award-winning Target magazine and puts on several regional and national events each year.

**THE MISSION of the ASSOCIATION FOR MANUFACTURING EXCELLENCE IS:** To inspire commitment to enterprise excellence through shared learning and access to best practices, so members can personally succeed and help drive their company's success.

## LEAN BRONZE CERTIFICATION REVIEW & EXAM Atlanta, GA— September 10-12, 2008

The Lean Certification program, sponsored by AME, SME, and Shingo Prize, is an opportunity to incorporate significant training and development. Lean Certification will standardize practices within organizations, regardless of size or industry. Unlike other programs in the market today, Lean Certification is awarded based on experience, education, and mentoring - and it must be renewed. The Bronze level is the first, followed by Silver and Gold, on the journey to complete expertise in knowledge and implementation of Lean.

The Lean Bronze Certification review course (September 10 & 11) will explore what the certification is about, what the exam will encompass, and additional necessary steps to complete the Bronze Certification. Any and all interested individuals are encouraged to attend.

**Lean Certification provides benefits to both you and your employer.**

#### Benefits to employees:

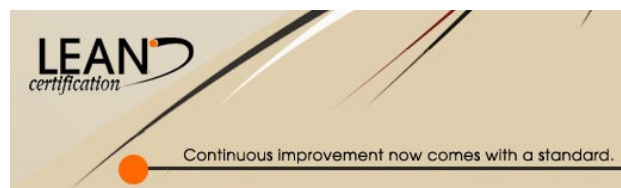
- Provides a widely recognized and transportable lean certification credential
- Documents your knowledge and skill to show that you qualify for new roles and responsibilities
- Guides your lean journey, with each step mapped out
- Offers opportunities to obtain mentoring to help you build your lean skills
- Provides opportunities to learn through mentoring others

#### Benefits to companies:

- Provides a consensus-based tool for measuring proficiency of lean practitioners
- Identifies true lean experts, removing uncertainty when engaging a consultant or hiring an employee
- Helps align lean practices within the company, through supply chains and across industries
- Provides customers with confidence that the organization's continuous improvement efforts will be effective

**Study materials for the course consist of the body of knowledge listed on the SME website. ([www.sme.org/leancert](http://www.sme.org/leancert)) These materials must be purchased and read by attendees prior to attending the review course. Please bring your materials for use during the course and the open book exam.**

**Go to [www.ame.org](http://www.ame.org) to sign up NOW!**



## Board Member Spotlight—Burgess Oliver—Tennessee

Burgess recently retired from TRICOR, after a ga-zillion years there! He is a very active member in AME both in the region and on national committees. Burgess just started Transition Management Services. His company can help you transition staff members, ownership from one company to another, and assist with due-diligence. Burgess can be contacted at: 615-969-3343 or [burgessoliver@yahoo.com](mailto:burgessoliver@yahoo.com).

### AME National Conference October 20-24 in Toronto: Be There!

<http://ameconference.org/>

**Northrop Grumman Shipbuilding, Newport News (NGSB-NN)  
an AME Corporate Member helps launch  
The Virginia Business Excellence Consortium (VBEC) - Southeast Region  
by hosting an open house and tour of the shipyard.**

The program featured presentations by:

- The Honorable Frank W. Wagner, Senate of Virginia
- Doc Hall, Editor-in-Chief of "Target" Magazine and founding member of the Association of Manufacturing Excellence (AME)
- Jennifer Boykin, Vice President of NGSB-NN Process Excellence
- Tour of the George Bush Aircraft Carrier and a Northrop Grumman Shop
- Lunch and Networking

The open house had representatives from 26 companies who went on a tour of the shipyard. The feedbacks from the visitors were they were impressed with the Lean Initiatives they saw in the pipe shop. The tour of the Bush was the highlight of their day as expected. See some of the visitors to the yard.

#### **What is VBEC?**

The Virginia Business Excellence Consortium – Southeast is a membership-based group of Virginia businesses in the Greater Richmond/Tidewater areas that share best practices and network with one another to increase their competitiveness. The goal of the consortium is to provide a vehicle to help companies identify and obtain support in implementing advanced business practices to improve processes, operations and worker skill levels in Virginia.

#### **What is the significance of the consortium?**

The significance of the consortium is that a group of companies from across the region, including small, medium and large firms in a variety of industries, have determined that forming and being part of a regional consortium with a goal of networking, benchmarking and sharing best practices with each other is a means by which they can improve their competitiveness. The ultimate benefit for Virginia is economic development by building stronger supply chains, growing businesses, and increasing jobs.

#### **How does the consortium operate?**

The consortium is a self-governed, self-funded group aimed at improving business performance by exchanging ideas through several means. These include site visits, networking and benchmarking opportunities, workshops, speakers and training. At the January 11, 2008 inaugural meeting of the consortium, a Board of Advisors was elected, by-laws for the consortium were approved and the director for the consortium was named. The consortium holds monthly meetings with may include any or all of the above. A strategic plan has been adopted with goals and actions for the consortium, which can be found on the web-site at [www.vbec.org](http://www.vbec.org).

**Who do you contact for more information?** For more information, contact Julie Johnson, Director, VBEC at [directorvbec@aol.com](mailto:directorvbec@aol.com), or visit our web-site at [www.vbec.org](http://www.vbec.org) or Glenn Marshall SE Region Board and Benchmarking Champion for Northrop Grumman Shipbuilding at [glenn.marshall@ngc.com](mailto:glenn.marshall@ngc.com).

## Rapidly Moving Forward: Learning from Lean Marketing

It isn't always the brightest of ideas that leads companies to success, but how they are executed. Toyota is one of the most famous examples of successful Lean Manufacturing as well as lean Marketing. The automotive giant sold its first car in the US over 50 years ago -- and it was a direct copy of a Chevy. Toyota's focus on Quality, being Lean, and now, being green, have led to steady growth, and a lot of it recently. It's now the biggest automotive company in the world and an exceptional marketing engine.

### The "How," not the "What"

How one executes an idea often determines its success. Toyota faced big manufacturing challenges, it had to shut down its dealerships after World War II and make dinnerware. And while it still faces quality and labor issues (the last decade has been a struggle), Toyota has executed the idea of Lean Manufacturing to staggering success (and Marketing played a key role).

"We'd like to be number one in terms of quality, technology and cost competitiveness," said Toyota CEO Katsuaki Watanabe. That was right after he said, "We don't want to be number one in volume." Who says you can't have both? Sorry GM.

### Take a Hint

We as Marketers can a lot to learn from Toyota:

- **Don't reinvent the wheel.** Toyota didn't start from scratch. Company founders used Ford Manufacturing models. Their first car was a copy. What things can we learn from our competitors? What best practices can we adopt? Who is #1 in Marketing?
- **Cut the fat.** When plant workers reduced set-up times from minutes to seconds in the 1950s, lean manufacturing was born at Toyota. In what ways can we reduce waste in our own processes? How do we spend our Marketing dollars most effectively?
- **Don't be complacent.** Watanabe told *Business Week* that he targets complacency in his organization. Complacency is often the enemy of efficiency. In what ways are we complacent? How can we be more efficient? What Marketing risks should we consider?



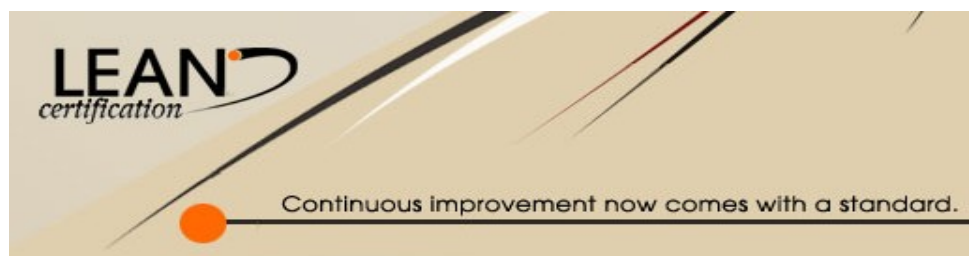
### Suggested Reading:

*Lean Thinking, Banish Waste and Create Wealth in Your Corporation*, by James Womack and Daniel Jones

*The Toyota Way, Management Principles from the World's Greatest Manufacturer*, by Jeffrey Liker

*Yes Innovation, Everyday Improvement Everyday Leadership*, by Chuck Yorke & Jim Garrick

Lean Bronze Cert Reviews are coming this fall. Watch this newsletter for dates and places.



# Excellence in the Southeast

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