

# Excellence in the Southeast

June 2008

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## MESSAGE FROM THE PRESIDENT

“To my AME colleagues throughout the Southeast Region, I would like to thank you for your continued support of AME through your membership, participation in AME events, and your company’s support of your continued membership. During these times of heightened fiscal controls and justifi-

cation for dues and membership, we are likely to be asked ‘what value to the company does AME membership bring, why should the company pay for outside training’? How would you answer this, how should we, as AME, answer this? To answer this, we, as lean practitioners, will again call upon our lean toolbox and see what tools are available to assist us during these “belt-tightening” times. We quickly realize that the same tools are available, and applicable, during all times; tools for continuous improvement and the pursuit of excellent. As AME members we know that we, as a membership, are practitioner-based, which means our events and workshops are hands-on and taught by others who have been there and want to share their stories and their successes - eliminating “reinventing the wheel”; getting to practical, low/no cost solutions; shrinking the learning-curve; benchmarking others suc-

esses. When we are asked how membership is justified we can communicate the Mission of AME: 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. To this I would only add: As global challenges force us to rethink our ‘way of doing business’, we need near-term/continuous improvements that have been proved and transferable, which means we need to know and see real applications. And, only through an organization like AME can we see what others have already proven successful, and, they are willing to ‘let us in on their solutions’.

Again, thank you for your continued support of AME, and the Southeast Region”

### SE REGION PRESIDENT

Dewey Smith

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## AME SE REGION 2008 SCHEDULE OF PROGRAMS

PROGRAM TITLE	NO. OF DAYS	DATES		LOCATION			NO. OF SPOTS
		FROM	TO	COMPANY	CITY	STATE	
Training Within Industry	4.5	6/2/08	6/6/08	Am Tech Inc.	Alexander City	AL	20
Standard Work Kaizen	4	6/23/08	6/26/08	Schneider Electric	Seneca	SC	20
JIT Logistics	4	6/24/08	6/27/08	Toyota	Lexington	KY	30
Accounting for the Lean Enterprise	2	8/13/08	8/14/08	Change Partners	Athens	GA	24
Lean Bronze Cert Review	2	9/10/08	9/12/08	GA Tech	Atlanta	GA	20
Lean Bronze Cert Review	2	Sept	Sept	Four Points	Caguas	PR	20

## 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.

## **TRAINING WITHIN INDUSTRY**

### **Alexander City, AL—June 2-6, 2008**

TWI includes three modules of training that teach basic skills to help supervisors and other employees function successfully in a learning organization. TWI contains the basic skills that will help enable supervisors and other employees to make the transition from hierarchical "command & control" organizations to flatter, team oriented organizations.

The objective of the course is to train employees how to teach someone a job or method. The method emphasizes preparing the operator to learn, giving a proper demonstration while identifying the Important Steps and the Key Points of the job, having the operator perform a trial run, and tapering off coaching while continuing to follow up. Session time 11 a.m. -1 p.m. each day. [Go to www.ame.org](http://www.ame.org) to sign up NOW!

## **STANDARD WORK KAIZEN**

### **Seneca, SC—June 23-26, 2008**

Schneider Electric will host a three and a half day Standard Work Kaizen event at their Square D facility in Seneca, SC. The event will take place on one of their engineered-to-order product assembly lines and will include both training and hands-on experience. Come dressed to get dirty, because the most effective way to retain teachings is to do what you were trained.

Standard Work is the heart of Lean and if you haven't been through a Standard Work Kaizen event, this could be an important opportunity. You will learn how to identify and eliminate waste in the process. Next you'll time, balance, and record the activities at each operation in the process. Finally, you will create "Standard Work," an exact methodology for performing each operation, and then train operators to perform the same job the same way every time. This eliminates the numerous problems associated with process variability.

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

## Board Member Spotlight—Art Hau—Puerto Rico

Art was born in Buffalo, NY but moved to Puerto Rico when he was 7 years old. His father was transferred there as a Vice-President, General Manager of a company that decided to set up manufacturing operations there. Puerto Rico has been his home for most of his life. He is currently employed by Taino Consulting and a great guy who wants us all to visit him in Puerto Rico! You can contact Art at [ahau@iname.com](mailto:ahau@iname.com) or (787) 608-1023.



**AME Mid-Year Conference June 9-12 in San Diego:  
Be There!**

<http://ameregionalconferences.org/>

## JIT LOGISTICS

**Lexington, KY—June 24-27, 2008**

***with Tours of two Toyota Original Equipment Manufacturer (OEM) Suppliers, Toyota's Manufacturing plants, a Toyota Parts Distribution Center, and a Toyota Dealer's Parts Department***

You are invited to an Association for Manufacturing Excellence (AME) "hands-on" four day workshop covering both the theory and practice of just-in-time (JIT) inbound supply chain, internal JIT materials management, and outbound JIT service parts distribution. Seminars covering each stage of the logistics system will be followed by hands-on tours at a Toyota sequenced part supplier, a Toyota forged crankshaft supplier, the two Toyota Plants in Georgetown, Toyota's Parts Distribution Center (PDC)– Cincinnati, and the parts department of a Toyota Dealer. We will first discuss the theory and practice underpinning each of these stage activities, then walk the flow from OEM suppliers to a dealer customer through benchmarking visits to each of the progressive stages of the flow. These progressive benchmarking tours will allow each participant to see the flow first hand and validate and reinforce our seminar learning. REGISTER NOW for this benchmarking workshop before it's sold out!

Toyota is the most profitable and fastest growing automobile company in the world. It produces nearly 50% more automobiles than it did in 2001. Toyota's earnings are more than all other major automakers combined and the average logistics cost per vehicle is about one half that of the other big three automakers. Because Toyota is so successful in a highly competitive industry, most manufacturing, service, and logistics service companies are trying to emulate Toyota by implementing lean manufacturing and/or just-in-time (JIT) logistics. This is your chance to learn, first hand, about just-in-time inbound supply chain, JIT internal materials management and JIT service parts distribution system principles and practices. The just-in-time supply chain, manufacturing, and distribution logistics principles and methods we will discuss are applicable to any business system, product manufacture, or services provided for a profit.

You are invited to this exceptionally valuable four-day (i.e., Tuesday morning through noon on Friday) Association for Manufacturing Excellence (AME), "hands-on" workshop with learning reinforcing tours.

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

## Substantial Reduction at Plymouth Tube

Joint efforts between AME and Plymouth Tube yielded a substantial reduction in setup time on two key processes in a two and one-half day event at the West Monroe, LA facility. The event was facilitated by Rick Feller, Plymouth Corporate Manager of Manufacturing Excellence. There were six participants from outside the company and approximately five Plymouth Tube participants supporting the event. All were highly engaged.

With approximately two hours of training on kaizen and SMED techniques the team began working on the bar wash and draw bench processes. One piece flow connects them, therefore, setups on both must be conducted at once. Current tracked setup times are at twenty-one minutes.

Coordinated simultaneous videos were taken of both processes. Careful analysis of the videos revealed opportunity for improvement. Repeated process changes were made and videos taken to evaluate impact of each. Internal and external work was identified. External steps were planned to be done prior to the time the equipment goes down. The application of 5s principles including tools and supplies at the point of use, min/max quantities, and quick-change techniques, made it possible to remove substantial time from each process. Properly sequenced standard work with a level loading approach between the two processes proved effective.

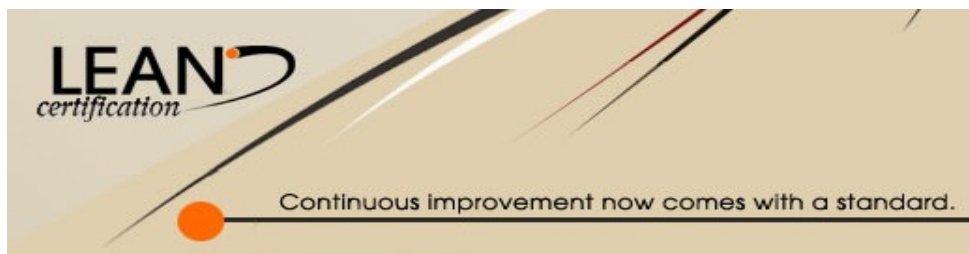
The final improvement was 63% reduction in bar wash and 49% reduction in draw bench setup times. Ending setup times for bar wash and bar bench was 7.8 minutes and 10.7 minutes respectively. Final videos were taken for training purposes and to confirm final times. Additionally, approximately 600 feet of walking was eliminated per setup up. This equates to almost sixty-eight miles per year.

At the time of this writing, operators have been trained and setups will be tracked to insure that the improvements are sustained. This event was important to Plymouth Tube because an hour is worth ~\$4200 in value-add on this equipment. Total savings in downtime associated with setups will be 103 hours over a year's time. The reader can do the math. We consider the event a huge success.

The "take away" for Plymouth Tube is the impact of the value and contribution of people from outside the company combined with the efforts of our own people. We consider the event a huge success.



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



# Excellence in the Southeast

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