



PT/MO EXPRESS

Princeton Trenton Monmouth Ocean Chapter (www.apics-ptmo.org)

<<<< Check out our Chapter Website: www.apics-ptmo.org >>>>

February, 2004
Volume 7 Issue 4

Professional Development Meeting, February 18, 2004

Planning Kaizens and Pitfalls to Avoid

By: Marypat Cooper

Marypat Cooper, will tell us how she became the first person at Brooks to start a Lean operation and how Lean spread to the entire plant. Then she will tell us how to prepare for and conduct a kaizen.



You'll learn about:

Training Games Hands On Pull System

- Kaizens Monday -
- Measures of Time and Space
- Tuesday - Trystorming
- Wednesday - Selecting
- Thursday - Standardizing
- Friday – Celebrating

You'll also get a copy of Helpful Hints and Key Performance Measurements.

Marypat Cooper, formerly Lean Champion for Brooks Electron-

About The Speaker

ics Division of The Wiremold Company, has led process revolution in manufacturing at a world-class facilities for over 14 years. Expert in the Toyota Production System as well as Human Resources and Quality As-

urance, Hoshin Leader and Internal Consultant for The Wiremold Company, Marypat has led hundreds of shop floor, front office, supplier, machine design and information flow Kaizens. She has led and consulted for teams across the United States and in the United Kingdom and Poland. She is joining Moffitt Associates to continue her career in the international promotion of lean enterprise.

Her passionate efforts to fully integrate kaizen and continuous improvement across her company have resulted in record-breaking productivity and profit gains. She overhauled the pay system to meet lean enterprise requirements, led a successful production acquisition, and created software and visual controls that replace batch manufacturing control systems. She has created and published workshops,

handbooks and training simulations to sustain a corporate culture of technical expertise and social development.

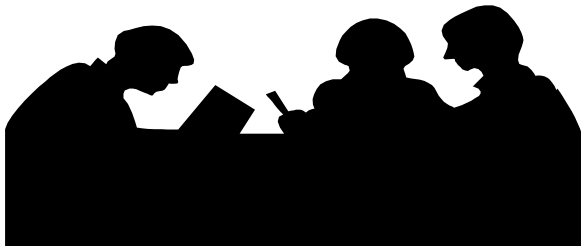
Marypat holds a Bachelor's Degree in International Studies from the University of Wisconsin. She has extensively studied with Dr. W. Edwards Deming, Mr. Chirhiro Nakao, and participated in multiple work-study projects in Japan. She is enthusiastically endorsed by her mentors, Art Byrne, Marty Carroll and Gary Brooks. As an accomplished speaker and workshop creator, Marypat's continuing efforts are widely recognized and specifically acknowledged in such books as Lean Thinking and Who's Counting.

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Chairman P. A. C.	Jim O'Donnell, CPIM, CIRM	(see above)	



Princeton-Trenton/Monmouth-Ocean Professional Development Meeting and Seminar Calendar, 2003-2004

February 18, 2004

Topic: Planning Kaizens and Pitfalls to Avoid
Speaker: Marypat Cooper
Location: Cranbury Inn Restaurant, Cranbury, NJ

May 19, 2004

Topic:
Speaker:
Location: Cranbury Inn Restaurant, Cranbury, NJ

March, 17, 2004 Seminar

Topic: Inventory Management in Distributed Networks
Speaker: William T. Wlaker, CFPIM, CIRM
Location: Cranbury Inn Restaurant, Carnbury, NJ

June 16, 2004

Top Management Night

March, 17, 2004 PDM

Topic: 'A or B' - Which Supplier Wins The Business?
Speaker: William T. Walker, CFPIM, CIRM
Location: Cranbury Inn Restaurant, Carnbury, NJ

Topic:
Speaker:
Topic:
Speaker:
Location

April 21, 2004

Topic:
Speaker:
Location: Cranbury Inn Restaurant, Cranbury, NJ

President's Message: By Fred Cristaudo, CPIM

Welcome back, I hope that everyone's holiday was as satisfying and happy as mine. We are very excited about the winter education sessions and coming PDM's. We are offering the Master Planning of Resources starting on Tuesday, February 3, 2004 at 6:30 pm. The class is scheduled to be held at Shisiedo America in East Windsor.

Our next PDM is scheduled for February 18, 2004 at the Cranbury Inn. The presentation is "**Planning Kaizens and Pitfalls to Avoid**" presented by Marypat Cooper.

Have you ever asked yourself why did I join or get involved with APICS? I remember how and why I got involved and believe me it has

been a very rewarding journey. I started 5 years ago attending classes and have grown to become the president of this chapter. Show your employer what actively participating in APICS can offer your company. The networking and knowledge you gain by attending meetings, classes and conferences is a valuable contribution.

We are currently preparing for our year ending Top Management Night, and are pleased to announce that we have received commitment from **George Taber of njbiz Magazine and Radio 101.5 Business Review** to be our "Keynote" speaker.



Take a few minutes and log onto our website (www.ptmo-apics.org), it is always updated with information about what is going on in our chapter. In closing, unless we hear from you for your wants, needs and ideas we cannot help you. So always remember we "**Listen to the Voice of our Customer.**"

From the Desk of George Lazarides, CPIM

We are about to start a Master Planning of Resources class in East Windsor. Class begins Tuesday Feb 17. Open slots remain. The Basics of Supply Chain class, which we originally had scheduled to start this month has been postponed. When we have a few more students register we can schedule this class.

To register go to our web site at APICS-PTMO.ORG

We have companies that are getting state grants for APICS educa-

tion. So for virtually nothing to your organization, APICS can send a supremely qualified instructor to your site for our Supply Chain education and preparation for exams and certification. This can be scheduled during the day or in the evenings after work. If your interested call me at 609-860-4624 or e-mail me at george.lazarides@us.rhodia.com. Take care

Check our web site for more information www.apics-ptmo.org



*George Lazarides CPIM
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Supply Chain
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Don't be the Weak Link!

Use APICS to strengthen your skills and add to your tool box of skills. Come to the Professional Development Meetings, Enroll in the Certification Classes, Attend Congress For Progress. Make yourself the **Go To Person** in your company. Check out our chapters education offerings on our chapter website at www.apics-ptmo.org

Dave's Digest

Lean and Supply Chain by Dave Hollinger, CPIM



February's Topic:

Wiremold Plant Tour

Questions or comments can be directed to Dave by phone at (732) 922-0255 or by e-mail at Dave@PrimeBusinessGroup.com

Seven APICS-PTMO members traveled to West Hartford, CT to tour the Wiremold manufacturing facilities. Wiremold has become one of the lowest cost producers in the industry over 10 years of implementing Lean Manufacturing concepts. Steve Maynard and Gene DeGasperi gave generously of their time.

- Kanban
- TPM
- MRP to Takt Time
- 5C's
- Heijunka
- Hanedashi
- Established JIT promo office

BROAD CONCEPTS

Hoshin

Hoshin is a Japanese word that essentially means 'focus' (see <http://www.iqd.com/hoshin.htm> for detailed definition). Each year The Wiremold Corp. focuses on a few (only 5 or 6!) projects which must be completed. This means they give many projects a lower priority, and eliminate many more in the decision process. They develop the plans to get the Hoshin projects done by determining what and who is needed and when.

Kaizen

Wiremold uses Kaizens as a tool. The teams are selected from cross-functional teams. They make an effort to include people from other departments who will ask questions about the process. They repeat the Kaizen several times over a period of years, constantly looking for perfection.

Wiremold Success Characteristics

- Top management Involvement
- Use Consultants – They bring a different perspective
- Journey never ends, always search for new ideas and continued effort

WHAT THEY DID

- One Piece Flow
- Pull Scheduling
- SMED

All of above were part of a single effort at the beginning, and part of continued effort over the past 10+ years.

STEPS THEY TOOK

1. Recognized people are the key ingredient to any change process and establish core values
 2. Offered an Early Retirement Program to the entire workforce
 3. Conducted a RIF on the management side
 4. Provided an oral job guarantee to all associates
 5. Initiated an annual associate survey which included an assessment of management
 6. Analyzed our products and our processes
 7. Evaluated our people and their skills
 8. Reorganized ourselves into teams based on products or processes
 9. Established a clear mission with a strategy
 10. We "gave ownership" of the Company Strategy to the team leaders
 11. Created a format for the team leader to report their progress towards our objectives every Friday
 12. Opened communication to discuss objectives and new philosophy of Company
 13. Revised profit sharing meeting to present to all associates quarterly
 14. Improved relationship with Union Leadership
 15. Kaizen training for all
- (Continued on Page 6)

Membership Corner

Director of Membership: Bob Franzblau

Below acknowledges our newest members who have recently joined APICS for the first time:

John M Hann	Grainger
Ann Marie Slowinski	DPT Lakewood Inc
Evelyn M Hefferon	DPT Lakewood Inc
Angela Olsen	Church & Dwight Company Inc
Mr. Dilip Tavargeri	

I also want to thank the PTMO chapter members who have **recently renewed** their APICS membership to continue with their APICS education and other chapter benefits.

Again, I urge all members to check their profiles with APICS headquarters to make sure it is both correct and up-to-date. It is important to have your profile reflect both your employer information as well as your home address and phone numbers. You can update your profile at the APICS National website: www.apics.org/ (go to Members only/ Log In/ Member info/ Member profile). I also have forms (with prepaid postage) for those that prefer to mail in your updated contact information. Remember, keeping your records up to date will help APICS and the PTMO chapter to serve you better and will ensure that you receive all the benefits of membership.



Mid Atlantic Supply Chain & Resource Management Symposium

brought to you by
Congress for Progress 29
and sponsored by the
MID ATLANTIC CHAPTERS of APICS

Everything about it is new, but at the same time we believe we still offer the same old tradition, convenience, and overall value that makes it a conference not to be missed.

To register go to:
www.cp-apics.org

APRIL 14, 15, & 16, 2004
Hershey Lodge and Convention Center Hershey,
Pennsylvania

Dave's Digest

Lean and Supply Chain

by Dave Hollinger, CPIM (Continued)

Three Basic Fundamentals

- Work to Takt Time
- One Piece Flow
- Pull Scheduling

Training

- 7 Hours minimum for all associates
- 40 Hours for Leaders, Group Leaders and Engineers
- 2 Weeks in Japan for Leaders and JIT Facilitators- 137 Associates sent since 1991

Results

Over a 10+ year period, Wiremold has increased their inventory turns from 3.8 to 17.7. One of their facilities is approaching 50 turns per year! They have increased employee profit sharing from 2.1% of salary to 10.9% of salary. Their goal is 20% to each employee.

What We Saw

Inside the factory, the workplace is clean. Walkways are outlined and all machines are clean. Tools and materials are located right next to the machines, so operators don't have to take extra steps. Work is scheduled by kanban cards in hijunka boards, so everyone can see what needs to be done next. Material handlers can see what material is to be brought to the work area on the next trip.

We were all impressed with an absence of confusion, and rushing around. It seemed as if the work just flowed through the plant, which is of course, exactly what Wiremold wants to achieve.

Even in this large facility, many orders are shipped by 3 if ordered by noon.

All in all, it was very impressive. More importantly, we must follow industry leaders, like Wiremold, to make our companies as productive, so that our companies can compete and prosper. We all need to bring this kind of vision to our facilities.

Job Opportunity:

US – Passaic County, New Jersey – Production Planning Manager

A \$60MM industry leader in paper converting and consumer packaging seeks a Production Planning Manager. This is a hands-on position that requires a self-starter who is independent, analytical, creative, and driven towards continuous improvement.

Responsibilities:

Creates and manages production schedule to establish build sequence and delivery commitments to meet ship dates. Research and resolve root causes of service issues. Develop and manage forecasting model. Drive continuous improvement in fill-rates, lead-times, inventory reductions, and cost reductions.

Principal Accountabilities: Improve on-time delivery attainment, scheduling and capacity planning optimization, inventory turnover, material cost reduction.

Requirements:

Bachelors Degree in technical field, APICS certification is highly preferred.

Five years experience in production planning, thorough knowledge of ERP and procurement. Strong analytical experience including spreadsheet development and analysis.

Have you faced competition from China and won?

If so, we want to hear from you!

We recently conducted a survey of nearly 400 CEO's of manufacturers in NJ about competition from China. As a follow-up, we want to interview NJ manufacturers that have successfully faced this challenge. Your company's information will be treated confidentially and aggregated with that of 150 other companies. As a participant, you will be eligible to receive a copy of both studies and learn about the successful strategies of others. The survey will be conducted by phone and take less than 15 minutes of your time. If you want to be part of this exciting new study, please call Stacy at New Jersey Manufacturing Extension Program, Inc. (NJMEP) to set up an interview time. **Call 1-800-MEP4MFG**

President's Message: [By Fred Cristaudo, CPIM](#)

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Take care
George Lazarides CPIM
Rhodia HPCII
Supply Chain
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APICS - The Educational
Society For Resource
Management

C/o Bob Franzblau
Membership Chairman
6 Elisa Court
Manalapan, NJ 07726

Address Correction
Requested
Time Sensitive Material

**PRINCETON TREN-
TON / MONMOUTH
OCEAN**

APICS Professional Development Meeting. WEDNESDAY February 18, 2004

Our meeting this month will be held at the:

The Cranbury Inn Restaurant
21 South Main Street, Cranbury, New Jersey
609-655-5595

Wednesday, February 18, 2004

Registration: 6:00 p.m.

Presentation: 6:30 p.m.

Dinner: 7:45 p.m.

NOTE: Cost: \$25 APICS Members

\$30 non-members, Students \$15

cash or check only.

Reservations: www.apics-ptmo.org

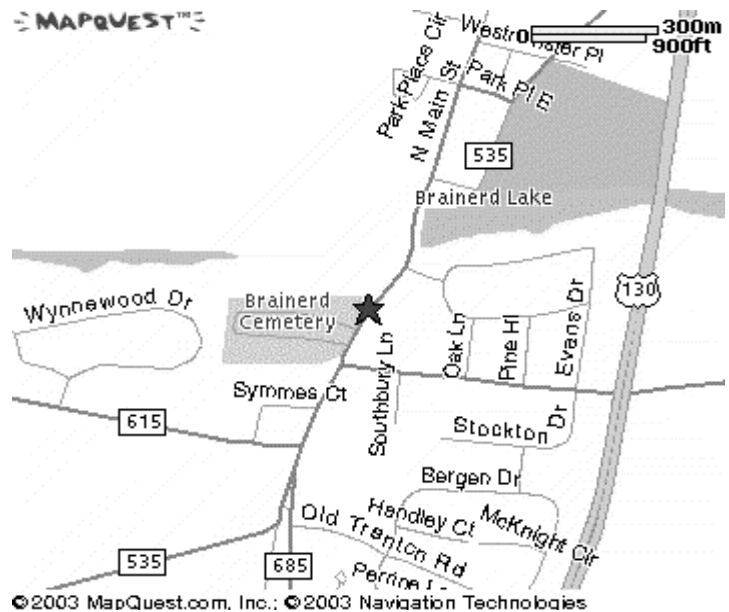
Cancellations 24 hours prior please.

Speaker: Marypat Cooper

Topic: **Planning Kaizens and Pitfalls to**

Avoid

Topic: **Lean Manufacturing**



From the North: NJ Turnpike to Exit 8A, take Rt 32 West to Rt 130 South. Go past Dey Rd (in right lane) 200 feet south of Dey Rd bear right onto North Main St. The Cranbury Inn will be on the left, after lake.

From the South: NJ Turnpike to Exit 8, take Rt 33 East to Rt