

**Volume 11, Issue 35** □ **August 30, 2004****Important Dates to add to your calendar...**

- **Sep 2, AME Plant Tour Kraft Canada.** A top rated tour site at the huge Lean conference last year. See: excellent visual management in a CI environment – plus visual preventive maintenance; Value Stream Mapping implementation. **Call AME's Barb Jacklin at 905-681-6039. HPM'ers ask for the HPM rate.**
- **Sep 20-24<sup>th</sup> ISO 14001 Lead Auditor Training.** Holiday Inn Markham (Woodbine & Steele's across from Steelcase). Led by the same team of Tom Bechtel and Victor Cintron that put ISO 9000 into **Willow Mfg.** through their people in less than 90 days. Brochure at: [www.brsltd.org](http://www.brsltd.org) To Register: call (905) 889-6800 or email [nextstep@pathcom.com](mailto:nextstep@pathcom.com).
- **Sep 23<sup>rd</sup>: HPM Practitioner-to-Practitioner Forum** will focus on **"Value Stream Mapping in Non-Mfg/Office/Administrative processes."** **Best Practice to be shared by** Corporate Express, Orenda Aerospace, World Vision, Canada Post and more. To reserve your space at the Delta Airport Hotel, Call HPM Office.
- **"Practice of Leadership & Coaching"** **DEFERRED TO JANUARY START DATE**
- **Oct 18-22: 2004 AME "20<sup>th</sup> Anniversary" International Lean Conference in Cincinnati.** **"Focus on Global Enterprise Excellence"** This will be held concurrently with the [Advanced Mfg & Productivity Exposition](#). Free to attendees. Check: [www.ame.org](http://www.ame.org)
- **Oct 27<sup>th</sup> NEXT LEAN ACCOUNTING STEP: Solving the Standard Costing Problem** The Lean way to think about costing. Ask Nicole at 519-893-6260 for an outline.
- **Oct 28<sup>th</sup> NEXT LEAN ACCOUNTING STEP: Strategic Performance Measurement for Lean Manufacturing** The course provides participants with a "Starter Set" of performance measures which includes a hierarchy of measures for the Lean cell, value stream, and plant that are linked to the goals of the Lean company. Ask Nicole at 519-893-6260 for an outline.
- **Oct 24-Nov 9<sup>th</sup>, Fact-Finding China Tour – Innovation Insights**, NRC & CME combine for a dramatic 'up-close and personal' look at the Chinese engine, infrastructure & opportunity. **Seats still open – This one is one of the best. For details email [info@hpmconsortium.com](mailto:info@hpmconsortium.com).**
- **Nov 3<sup>rd</sup> 8:00 - 4:30 HPM Share Showcase '04.** **Location:** G.E. Meadowvale Theatre. Each HPM'er will present their 'Best Practice.' Open only to HPM Members.
- **Nov 18<sup>th</sup> HPM Forum: "Workplace Health, Safety & Wellness"** World Class performance demands a World Class environment. This will be a practitioner-to-practitioner exchange.

*Leadeth me not into temptation...  
For lo, I can find it easily myself.*

**Last Week's HPM Board Highlights**

One of the year's best Board Meetings was held at Eaton Electrical's spotless facility in Milton. The highlight was the interaction and discussion prompted by the observations of all the HPM 'Outside Eyes.' In true world class fashion, Prasad Reddy, Eaton's Plant Manager, brought his whole team into the plant tour debriefing to hear - and harvest - all they could learn from the HPM Member observations. This commitment to involvement and learning speaks volumes and is very consistent with the culture one would expect from a company that had won the National Award for Process Excellence (LEAN) from the National Research Council at last year's huge MeasureUP for Success conference in Toronto. An excellent exchange!!!

HPM'ers confirmed that beginning September 14<sup>th</sup>, the first 'Inter-Member' plant tours will start at Orenda. These are aimed at employees at all levels who want to see first hand what other companies are doing and learn from each others experiences. All HPM Members will be involved and approximately every two weeks a different tour will occur. Here is a tremendous opportunity to give those folks who have been loyally with you for decades a chance to refresh what they know by seeing what others are doing.

On Nov. 3<sup>rd</sup> at GE HQ in Mississauga – 100% of the HPM members will be involved in the **first Share Showcase** among Members. There was more. According to participants the energy was high at this meeting & putting in place 'new initiatives' is becoming the order of the day.

- **Dec 1<sup>st</sup> AME/HPM 8:00 to 5:00pm "Breaking the Safety Barrier: Implementing Culture Change"** Dr. Steven Simon. A 1-Day intense culture change workshop. **Call AME: 905-681-3960.**
- **Dec 6-7<sup>th</sup> The Lean Design Workshop** – 2-intense days with one of North America's best Design & Project Management leaders – **Ron Mascitelli**. His new book is included. Designed for companies who simply need **more products faster** by driving waste out of the process.
- **Dec 9<sup>th</sup> The Lean Accounting Roundtable** – **A frank exchange among implementers** that will help protect one's investment in Lean strategies.
- **Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME major Practical Lean Conference in Edmonton Canada. For innovative leaders **who want to use this 5-Day conference to inspire their enterprise leaders to spectacular results & reward them with the opportunity of being on this program!!** 32 Best Practices presented by companies such as yours. "Call for Presentations" is on the HPM website under "Resources" – This is a heads up for a 5-day conference for 'doers'.

**68.4% of Australian Small Medium Size companies are being impacted by China NOW... and they are doing something about it. Here's one example extracted from their LLEAN Newsletter**

**("Leveraged Learning Enterprises And Networks Pty Ltd")  
Written by Gary Kerr "Kerrs Across the Tasman"**

"We were fortunate to have one of the best implementers of Lean make the trip from North America to New Zealand and Australia. Bob Kerr (good mate of mine but no relation) spent time with me working with various clients in Auckland and Melbourne.

Our two-day Value Stream Mapping workshop at Olex Cables went particularly well with participants coming from as far away as Adelaide. I covered the basics of Lean (flow and pull through the Value Stream) while Bob covered the VSM training. Participants then split into 3 groups and began mapping. One group picked the Order Entry process while two others chose manufacturing lines.



**Bob Kerr presenting VSM**

Outcomes after two days was that one manufacturing line could be improved by cross training two employees who could ensure that the bottleneck machine stayed constantly



**Report-out of Recommendations**

staffed throughout breaks thus **increasing throughput by 1000 metres a week**. The second group found ways of increasing much-needed **throughput on their line by**

*Be nice to your children...  
for they select your nursing home.*

**\$225k per week** while the order entry group redesigned the process to just **25% of its previous lead time.**"

*[Bob began his working visit with manufacturers in New Zealand, and then on to Melbourne and Sydney Australia. Of the many highlights – Bob reported a most interesting application of Value Stream Mapping by the Australian Red Cross to ensure a lack of 'waste of blood' from the donor to the recipient. The waste revealed and the value of such an innovative perspective was inspirational he reported.]*

*This is from our Tennessee Fiberglass Connection –*  
**TIPS FOR TELEMARETERS  
AND JUNK MAIL**

*Thanks Bruce... we can relate to each of these!*

**(1) Three Little Words That Work !!**

The three little words are: "Hold On, Please..." as you put down your phone and walk away (instead of hanging-up immediately). This makes each telemarketing call so much more time-consuming that boiler room sales would grind to a halt.

Then when you eventually hear the phone company's "beep-beep-beep" tone, you know it's time to go back and hang up your handset, which has efficiently completed its task. These 3 little words help eliminate telephone soliciting.

**(2) Do you ever get those annoying phone calls with no one on the other end?**

This is a telemarketing technique where a machine makes phone calls and records the time of day when a person answers the phone.

This technique is used to determine the best time of day for a "real" sales person to call back and get someone at home.

What you can do after answering, if you notice there is no one there, is to immediately start hitting your # button on the phone, 6 or 7 times, as quickly as possible. This confuses the machine that dialed the call and it kicks your number out of their system.

Gosh, what a shame not to have your name in their system any longer !!!

**(3) Junk Mail Help:**

When you get "ads" enclosed with your phone or utility bill, return these "ads" with your payment. Let the sending companies throw their own junk mail away.

When you get those "pre-approved" letters in the mail for everything from credit cards to 2nd mortgages and similar type junk, do not throw away the return envelope. Most of these come with postage-paid return envelopes, right? It costs them more than the regular 37US cents postage "IF" and when they receive them back. It costs them nothing if you throw them away! The postage was around 50 cents before the last increase and it is according to the weight. In that case, why not

get rid of some of your other junk mail and put it in these cool little, postage-paid return envelopes.

**One of Andy Rooney's (60 minutes) ideas:**

Send an ad for your local chimney cleaner to American Express. Send a pizza coupon to Citibank. If you didn't get anything else that day, then just send them their blank application back!

If you want to remain anonymous, just make sure your name isn't on anything you send them. You can even send the envelope back empty if you want to just to keep them guessing! It still costs them 37US cents.

The banks and credit card companies are currently getting a lot of their own junk back in the mail, but folks, we need to OVERWHELM them. Let's let them know what it's like to get lots of junk mail, and best of all they're paying for it...Twice!

Let's help keep our postal service busy since they are saying that e-mail is cutting into their business profits, and that's why they need to increase postage costs again. You get the idea!

**If enough people follow these tips, it will work---- I have been doing this for years, and I get very little junk mail anymore."**  
- cheers, Bruce C

*Some dream of worthy accomplishments while others stay awake and do them.*

## Defining "Globalization" Practically from our Aussie Interpreter & friend Gary Kerr

**Question:** What's the true definition of Globalization?

**Answer:** Princess Diana's death.

And while the passing of a princess happens upon rare occasions, Diana's scenario does cause one to pause and think. So you are probably asking...

**Question:** How on earth, can her death be connected with 'Globalization?'

**Answer:** An English princess with an Egyptian boyfriend crashes in a French tunnel, driving a German car with a Dutch engine, driven by a Belgian who was drunk on Scottish whisky, (check the bottle before you change the spelling) followed closely by Italian Paparazzi, on Japanese motorcycles, treated by an American doctor, using Brazilian medicines.

This definition was penned by an American, using Bill Gates's technology, and you're probably reading this on your computer, that uses Taiwanese chips, and a Korean monitor, assembled by Bangladeshi workers in a Singapore plant, transported by Indian lorry-drivers, hijacked by Indonesians, unloaded by Sicilian longshoremen, and trucked to you by Mexican illegals... That, my friends, is Globalization.

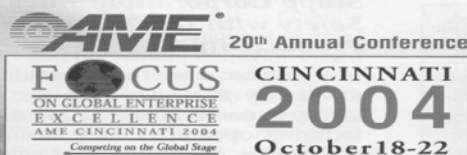
**On Oct. 18-22<sup>nd</sup> ~ Join Over 167 Canadians at this Year's AME Conference in Cincinnati ~ The focus: 'Global Competitiveness'**  
**The highlight of this year's conference will be Larry King's chairing of the 'Great China Debate'... a highlight because much has been written, and much has been learned about where our future may be headed. Go immediately to [www.ame.org](http://www.ame.org) and spend some quality time absorbing the rich program and establishing a game plan to harvest the value.**

## Competing Globally

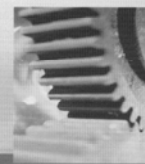
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Larry King  
Moderator for "The Great China Debate"



The Association for Manufacturing Excellence (AME) is a 20 year-old not-for-profit organization dedicated to expanding and spreading Excellence by capturing the World's best and leading edge practices, and delivering them to the manufacturing community in innovative ways. We are practitioner-based, and our events and workshops focus on hands-on learning.



register on line @ [www.ame.org](http://www.ame.org)