

Newsletter

www.apicsutah.org

February DINNER MEETING

Dell Operations Lean Transformation

Mr. Gregory Kelly, Director of Operations, Dell, Inc.



Everyone has read in trade journals and text books how efficient the Dell direct model has been over the last 22 years but the lean journey for operations only began 2 years ago. We will review how the model was so revolutionary and how lean principles application will make the model legendary. We will discover how supply chain operations that are fast don't equate to being lean.



Greg has 20 years of experience leading "hands on" process improvement teams ranging from front line supervision to executive level management. He has led successful lean transformations in textile manufacturing, 1st tier automotive supply, heavy machinery manufacturing, supply chain planning and procurement processes, global logistics and in computer manufacturing and distribution.

Greg has spent the last 7 years as the Director of Operations for Dell, Inc. He led the Lean Transformation for Dell Operations at sites in Middle Tennessee, Austin, Texas and Porto Alegre, Brazil. During this time he led teams that produced industry leading results in cycle time reduction, cost reduction, employee involvement and quality improvement.

As Senior Materials Manager for Nortel Networks, Greg led the implementations of Sales and Operations Planning and Materials Requirements Planning for the Repair and Remanufacturing Operations. At Rockwell Automation, Greg led teams that implemented lean principles and focused factories resulting in industry leading Order Fill Rates and Inventory Management.

Greg has an undergraduate degree in Operations Management from the University of Tennessee. He is a Certified Integrated Resource Manager (CIRM) and a past President of the MITE APICS chapter in Nashville Tennessee.



March Dinner Meeting & Tour

West Price, President, Sorenson BioScience, Inc.

Sorenson BioScience is a manufacturer of disposable plastic liquid handling products. Located in Salt Lake City, Utah, it was founded in 1981 as Multi Technology, Inc. The company rapidly became an innovator in the manufacture of liquid handling products for scientific research. Stressing quality in every product, Multi began developing features that provide greater accuracy and reproducibility for the most exacting fields of science. In 1991, Multi joined the Sorenson Group of companies. Headed by entrepreneur and medical products pioneer James L. Sorenson, the Sorenson Companies continue a tradition of innovation. At Sorenson BioScience, Inc., the focus remains on producing innovative and high quality liquid handling tools - especially for molecular biology. Sorenson BioScience, Inc. is well known for its innovative products such as FlexTips and PrismStrips for loading gels. As life science technology has advanced, so has their product offering. The Sorenson line of PCR plates and robotic tips provide consumables for the most cutting-edge laboratory technology in the World. Multi products are manufactured to the most rigorous standards in the industry. An aggressive in-house research and development program ensures that Multi will continue to introduce new tools for scientific research for many years to come.

Tuesday

February 27, 2007

5:30 pm Networking

6:00 pm Call to Order

Red Lion Hotel

161 West 600 South Salt Lake City
(Just east of I-15)

Early Bird Pricing \$22.00

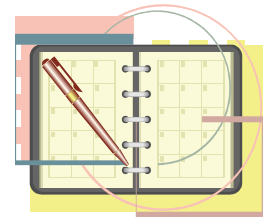
Reservation made within

72 hours or walk-ins are \$25.00

RSVP to

Barbara Carrillo 355-4365

Bcarrillo@energystrat.com



Future Meetings

Tuesday, March 27, 2007

See details (left)

Sorenson BioScience

World Class Manufacturing

Plant Tour and Catered Dinner

Mr. West Price, President

Sorenson BioScience

Tuesday, April 24, 2007

Mr. Larry Martin, Vice President

Martin Door Manufacturing

Thursday, May 24, 2007

Plant Tour

L3 Communications

Thursday, June 21, 2007

Dr. Ann Millner, President

Weber State University, Ogden

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Dan Darrington

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Programs Vice President

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Administrators:

Steve Hicks, John Boyer,
Mary White, Sarah Dalton,
Kris Hill, and Barbara
Carrillo

President's Message

Ben Franklin –

The Father of Lean????

By Merri Rich, President, Salt Lake Chapter

Most of the basic principles of lean manufacturing date back to at least **Benjamin Franklin**. *Poor Richard's Almanac* says of wasted time, "He that idly loses 5s. [shillings] worth of time, loses 5s., and might as prudently throw 5s. into the river." He added that avoiding unnecessary costs could be more profitable than increasing sales: "A penny saved is two pence clear. A pin a-day is a goat a-year. Save and have."



Merri Rich 2006-2007
Salt Lake Chapter President

Again Franklin's *The Way to Wealth* says the following about carrying unnecessary inventory. "You call them goods; but, if you do not take care, they will prove evils to some of you. You expect they will be sold cheap, and, perhaps, they may [be bought] for less than they cost; but, if you have no occasion for them, they must be dear to you. Remember what Poor Richard says, 'Buy what thou hast no need of, and ere long thou shalt sell thy necessaries.' In another place he says, 'Many have been ruined by buying good penny worths'." **Henry Ford** cited Franklin as a major influence on his own business practices, which included **Just-in-time** manufacturing.

The concept of waste being built into jobs and then taken for granted was noticed by motion efficiency expert **Frank Gilbreth**, who saw that masons bent over to pick up bricks from the ground. The bricklayer was therefore lowering and raising his entire upper body to get a 5 pound (2.3 kg) brick but this inefficiency had been built into the job through long practice. Introduction of a non-stooping scaffold, which delivered the bricks at waist level, allowed masons to work about three times as quickly, and with less effort.

Frederick Winslow Taylor, the father of scientific management, introduced what are now called **standardization and best practice deployment**: "And whenever a workman proposes an improvement, it should be the policy of the management to make a careful analysis of the new method, and if necessary conduct a series of experiments to determine accurately the relative merit of the new suggestion and of the old standard. And whenever the new method is found to be markedly superior to the old, it should be adopted as the standard for the whole establishment" (*Principles of Scientific Management*, 1911).

Taylor also warned explicitly against cutting piece rates (or, by implication, cutting wages or discharging workers) when efficiency improvements reduce the need for raw labor: "...after a workman has had the price per piece of the work he is doing lowered two or three times as a result of his having worked harder and increased his output, he is likely entirely to lose sight of his employer's side of the case and become imbued with a grim determination to have no more cuts if soldiering [marking time, just doing what he is told] can prevent it." This is now a foundation of lean manufacturing, because it is obvious that workers will not drive improvements they think will put them out of work. **Shigeo Shingo**, the best-known exponent of single-minute exchange of die (**SMED**) and error-proofing or poka-yoke, cites *Principles of Scientific Management* as his inspiration (Andrew Dillon, translator, 1987. *The Sayings of Shigeo Shingo: Key Strategies for Plant Improvement*). – excerpt from Wikipedia

What Can Your Chapter Do for You in 2007?

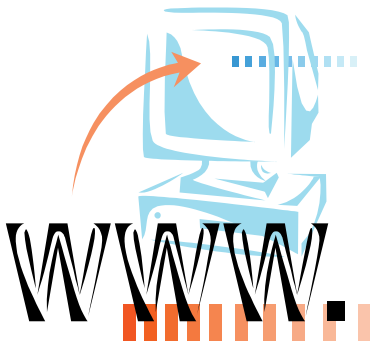
We want to hear from you! APICS is about networking and sharing of challenges and successes, as well as educating those in Operations Management. Please tell us what YOU need from YOUR chapter by contacting me at Merri.Rich@infor.com

The Great Debate: *Is China really better?*

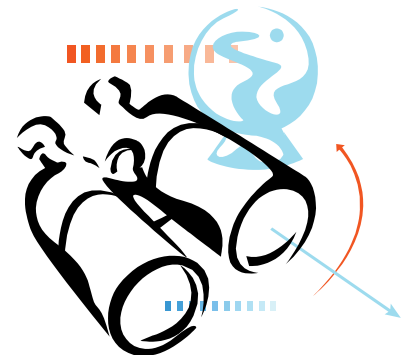
An article by John Witcher

Accepting inevitability and planning for output increases of 50 percent or more are two of the most difficult challenges faced.

This article has been published in the **November/December issue of APICS Magazine** on pages 24-27. You can also access a copy on our web page www.apicsutah.org His 45 years of experience span all aspects of manufacturing. For the past 15 years, he has been a consultant, not recently working as president of a Chinese-owned manufacturer. He may be reached at JonWitcher@aol.com or WitcherConsult@aol.com, his local number is (801) 942-2531 or (800) 321-2319. WitcherConsult@aol.com **John Witcher** is a member of the Salt Lake Chapter of APICS.



“Companies that cede their manufacturing to China don’t always have bright futures.”



Hitting the Links

Frequently Asked Questions

Link for FAQ

<http://www.apicsutah.org/faq.php>

Job Center

See local job link

<http://www.apicsutah.org/jobs.php>

APICS Certification

Certification Info, Exam Dates and Deadlines Link

<http://www.apics.org/Certification/.htm>

Register and pay for APICS Salt Lake City Chapter PDMs And Activities

NOTE: Pay Pal, Check or Cash only
Credit Cards are no Longer Accepted

RSVP

RSVP to Barbara Carrillo **355-4365** (new Phone #)
Bcarrillo@energystrat.com

For specific questions and details about the program contact Amy Jerabek, ajerabek@msn.com.

Pay Pal

APICS Salt Lake City Chapter accepts online payments using PAYPAL. You need to have PAYPAL Account. Go to <https://www.paypal.com>

**The Association
for Operations Management**

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Visit our web page www.apicsutah.org



Who We Are:

APICS is a not-for-profit international educational organization respected throughout the world for its education and professional certification programs. APICS' certification programs, training tools, and networking opportunities increase workplace performance.

Calendar of Events

February 27, 2007	Dinner Meeting
March 24, 2007	APICS CSCP Exam
March 27, 2007	Dinner Meeting
April 7— May 19	Saturday CSCP Classes
April 24, 2007	Dinner Meeting
May 24, 2007	Plant Tour
June 21, 2007	Dinner Meeting
June 24, 2007	APICS CSCP Exam

What Can Your Chapter Do for You in 2007?

We want to hear from you! APICS is about networking and sharing of challenges and successes, as well as educating those in Operations Management. Please tell us what YOU need from YOUR chapter by contacting me at Merri.Rich@infor.com



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View the Salt Lake Chapter

Newsletter in Color

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