

July 2005

CEMM Members Support Fisher Students

Key leaders from four CEMM member companies recently spoke at the first MBA Women in Leadership Summit. The MBA students offered a full day of speakers and activities focusing on the topics of women in leadership and the challenges of finding a work-life balance.

OSU President, Karen Holbrook, welcomed the participants and kicked off this well attended event. The CEMM was pleased with the involvement and presentations by members; Tanny Crane, President & CEO of the Crane Group; Lisa Greene, Vice President of Strategic Marketing at the Scotts Company; Marlene Hernandez, Plant Manager at Ross Products and Mary Finnegan, Treasurer of Mettler Toledo.

The CEMM is proud of the leadership role our member companies take at the Fisher College of Business. Each school year many managers address students in the classroom, speak to student organizations and offer tours of their facilities. We thank all of you for your support and encouragement of these students.



Nancy Lahmers, CEMM, and Marlene Hernandez, Ross Products Division of Abbott Labs speak with MBA students at the Women in Leadership Summit.

CEMM Calendar

Upcoming Events:

- July 6: Ergonomics in the Industrial Workplace seminar for the Lean Leaders Forum & the Southside Manufacturers Forum by George Gounaris, of Honda of America. Contact Peg Pennington for details 614-292-3081 or pennington.84@osu.edu
- Aug. 5: CEMM Quarterly Seminar
- Aug. 30: Innovation Forum, on Fuel Cell Technology by Yann G. Guezennec
- Sept. 30: Women Leaders in Manufacturing Management Forum

Past Events:

- June 24: Our first Innovation Forum, RFID Technology hosted by Ross Products a division of Abbott Labs
- June 23: Lean Planning Meeting with Roxane Labs
- June 20 Teaching Operation Management to Seminar led by Bill Berry and Terry Hill
- June 22: Terry Hill
- May 18: Feedback Session at The Longaberger Company
- May 9: New member orientation at Coca Cola, North America

Mark Your Calendars Now Future Quarterly Seminars:

November 11, 2005
February 17, 2006
May 19, 2006
August 18, 2006

Design for Six Sigma by Gopesh Anand

Design for Six Sigma (DFSS) is a management framework that enables construction or reconstruction of a process so that it is optimal. Using DFSS, the goal of producing defect-free output through control of variation and focus on customer satisfaction (a.k.a. “at Six Sigma levels of quality”) is built into the process design.

Traditional Six Sigma projects are aimed at creating more efficient and effective processes; the improvements are usually in the form of reduced costs, lower cycle times, better customer service and surpassed customer expectations. There are scenarios however, when, instead of working on improving an existing process using traditional Six Sigma, we need to design a new process using DFSS. Some common scenarios that create a need to start with a clean slate for process design are as follows:

- An existing process has inherent weaknesses in that it cannot satisfy customer requirements.
- Requirements of a process have changed so much, because of changes in customer requirements or technological changes, that it is better to design a new process than to make incremental improvements to the existing one.
- Incremental improvements to the process have been made to such an extent that it is difficult to make any further quality enhancements.
- A project involves the design of a new product or service, and is different enough from the existing processes.



DFSS projects normally have much larger scope, involvement of different management levels and different functions, and longer duration than traditional Six Sigma improvement projects. The level of uncertainty for the expected results from DFSS projects is also much higher and needs to be accounted for in setting project goals.

For more information on related topics:

- “Six Sigma, the Breakthrough Management Strategy Revolutionizing the World’s Top Corporations” by Mikel Harry and Richard Schroeder
- “The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance” by Peter S. Pande, Robert P. Neuman and Roland R. Cavanagh
- <http://www.ge.com/sixsigma/>
- <http://www.isixsigma.com/>

Gopesh Anand is a PhD student in Operations Management whose dissertation topic focuses on Six Sigma. Under the guidance of **Dr. Peter Ward**, CEMM Research Director, Gopesh will write a continuing column for the CEMM newsletter.

CEMM Morning Professional Development Seminar

August 5, 2005 10:30 AM

“Continuous Improvement through Cultural Change utilizing the tools of Performance Management, TPM, 5-S, Quality Improvement and Material Waste Reduction in a highly competitive global business.”

CEMM member company, **Candle-lite Division of Lancaster Colony**, will share with us their success in sustaining continuous improvement through cultural change. **Bob Higgins, Vice President Manufacturing & Logistics**, will be the CEMM’s guest speaker.

Celebrating 160 years of continuous candle making, Candle-lite has long been recognized as the leader in the industry. Their product offerings include scented and unscented basics such as tapers, pillars and votive candles as well as a comprehensive line of filled glass candles made with glass produced in the company's own glassware.

The company's highly-automated candle plant encompasses over 900,000 square feet of state-of-the-art production, warehousing and distribution facilities. They service some of the largest and most demanding retailers and private-label customers. They employ 750 and produce 80 million pounds of candles annually in the Leesburg, Ohio facility.



Bob Higgins graduated from Youngstown State University with a Bachelors Degree in Business Administration. He worked in the steel fabrication industry for 15 years prior to making a change into the highly competitive global business of candle manufacturing.

He has been with Candle-lite for the last 21 years. Bob is the President of the National Candle Association where he has served on the Board of Directors for the last 18 years. Bob recently returned from Washington D.C. where he testified at a U.S. Senate Hearing on imports.

Bob will discuss how they have used lean management to create a continuous improvement culture of empowerment and accountability where employees work together. They have achieved a 52% increase in effective capacity and a 38% increase in units per shift.

LANCASTER COLONY CORPORATION (NASDAQ: LANC) is a diversified marketer and manufacturer in three distinct product groups: Specialty Foods, the largest and fastest growing division; Glassware and Candles; and Automotive with over one billion dollars in annual sales. These groups operate autonomously, allowing each to focus on their specific customer base and market opportunities. More information on Lancaster Colony and its products can be found on the company’s consumer website at www.lancastercolony.com

CEMM Afternoon Professional Development Seminar
August 5, 2005 1:00 PM

**“The Global Transformation
of The Timken Company Supply Chain”**

We are pleased to announce that **Donna J. Demerling, Senior Vice President, Supply Chain Transformation, The Timken Company**, will be the CEMM’s guest speaker on August 5, 2005. She will share with us the challenges, strategies and successes of implementing a global supply chain.



Timken acquired a large global competitor, the Torrington Company, in 2003. Ms. Demerling was promoted into her current position and was challenged to create a team and established processes to fully integrate the supply chain resources encompassing both organizations.

She started her career with Timken in 1972 as an associate engineer in Canton and held subsequent positions of mechanical engineer, application engineer and application specialist - group leader in the industrial and aerospace groups, and supervising engineer - product design and manager - detail design in Bearings. In 1989, Ms. Demerling was named chief product acceptance engineer at the company’s Lincolnton Bearing Plant in Lincolnton, North Carolina, where she also served as manager - production operations. In 1993, Ms. Demerling was named general manager of the company’s Bucyrus Operations in Bucyrus, Ohio, within the automotive group. She was named president - Aerospace & Super Precision in 1997.

Ms. Demerling received a bachelor’s degree in mechanical engineering from Case Western Reserve University and completed the Management Program for Executives at the University of Pittsburgh. She earned a master’s degree as a Sloan Fellow at Stanford University and, in 2000, was named a member of the Sloan Alumni Advisory Board. She has been a recent speaker at the Fisher College of Business for the executive MBA program and the CEMM’s Women in Manufacturing Management Forum.

The Timken Company (NYSE: TKR) keeps the world turning, with innovative ways to make customers’ products run smoother, faster and more efficiently. Timken’s highly engineered bearings, alloy steels and related products and services turn up everywhere – on land, on the seas and in space. With operations in 27 countries, sales of \$4.5 billion in 2004 and 26,000 employees, Timken is Where You Turn™ for better performance. More information on Timken and its products can be found on the company’s consumer website at www.timken.com.

OLM Scholarship Winners

Each year the CEMM, in coordination with the faculty, awards scholarships to the top first year MBA students who are majoring in Operations Management and Logistics Management. In this way, the CEMM can contribute to the development of future leaders who impact operational excellence. We have included a brief summary of this years' four OLM scholarship recipients:

- **Jason Campbell** holds a B.S. in Electrical Engineering from the University of Virginia. Jason has previous work experience as an Engineer for Framatome ANP, Inc and as a Facility Resource Coordinator for Lee Technologies.
- **Derek Garden** holds a B.S. in Finance from John Carroll University. Derek previously worked as an Import Coordinator for Speed Sourcing Incorporated and as an Operations Supervisor for Limited Logistics Services.
- **Ryan Duling** holds a B.S. in Mechanical Engineering from Ohio Northern University and an M.S. in Mechanical Engineering from OSU. Ryan worked for Honda Engineering North America, Inc.'s Stamping Structure Design Group and at the Whirlpool in their Quality Engineering Laboratory.
- **Laine Powers**, CPA, holds a B.S. in Accounting as well as a Master's Degree in Accounting both from Marriott School of Management, Brigham Young University in Provo, Utah. Laine worked as a Small Business Operations and Financial Manager as well as a Tax Specialist for Schubert & Associates, CPA, P.C. He also has experience as an Operations Manager for Hoffman and Company.

We congratulate each of these talented young students and thank each of the CEMM member companies for their financial support to award these scholarships.



Jason Campbell, Derek Garden, Dr. Doug Lambert, Dr. William Berry, Ryan Duling and Laine Powers

Center for Excellence in Manufacturing Management

Member Companies

- ABB, Inc.
- Boehringer Ingelheim/Roxane
- Copeland Corporation/Division of Emerson Electric
- Coca-Cola North America
- Crane Plastics Company
- Diamond Innovations, Inc.
- Diebold, Incorporated
- Greif Inc.
- Lancaster Colony
- Longaberger Company
- Mettler Toledo
- Rolls-Royce Energy Systems, Inc.
- Ross Products/Division of Abbott Laboratories
- The Scotts Company, LLC
- Sonoco-Phoenix
- TI Automotive
- The Timken Company
- Tosoh SMD, Inc.

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