

# CEMM

CENTER FOR EXCELLENCE IN MANUFACTURING MANAGEMENT

Winter 2002

## February Professional Development Seminars

We offer quality presentations on topics of importance to our manufacturing members. The morning seminars are only open to employees of our CEMM member companies. The afternoon sessions are advertised to the central Ohio manufacturing community.

### Next Seminar:

Friday, February 15, 2002

Pfhal Hall at

Fisher College of Business  
(note change of location)

### Morning Session - Members Only

10:30 a.m. - 11:30 a.m.

*Turnarounds: Durable Business Improvement*

David S. Hoyte, President and CEO  
J.L. French Corporation

His presentation covers a neglected topic of business practice, that of leading and managing turnarounds. Starting with "emergency response life-saving" measures for businesses whose condition is "critical", the presentation expands to lasting "rehabilitation" and "conditioning".

Mr. Hoyte will focus on a few key business controls and practices, leading to the creation of an effective new management system.

### Afternoon Session

1:00 p.m. - 3:00 p.m.

*Flow Enterprise as a Business Strategy: Integrating Manufacturing and Marketing*

David Kirk, Vice President and General Manager, Alco Controls, and Bill Bosway, Senior Vice President, Marketing and Operations, Refrigeration Division, Copeland Corporation

To register, call Jackie McClure at (614) 292-3199

### Mark Your Calendars Now

We have scheduled our Quarterly Professional Development seminars through 2002.

- Friday, February 15, 2002
- Friday, May 17, 2002
- Friday, August 23, 2002
- Friday, November 15, 2002

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## Techneglas New CEMM Member

Techneglas is the leading manufacturer of glass parts for color television picture tubes in North America. The company started in 1946 and moved to Columbus in 1949 to begin mass production of glass for black and white picture tubes.

The company has been a consistent innovator in television and specialty glass by investing in technology and people. They pioneered the development of VLS (very large size) glass for picture tubes 31" and above and are on the forefront of developing the next generation of glass for digital and high definition television.

Techneglas operates three manufacturing facilities. Headquartered in Columbus, Ohio, the local plant employs 750 and manufactures the glass funnel for a picture tube. Its sister plant in Pittston, PA, employs 1300 people and makes the panel or faceplate of the picture tube. Techneglas also operate a specialty glass plant in Perrysburg, Ohio, that makes sealing glass.

Techneglas is ISO 9002 and 14001 certified. They received Governor Taft's 1999 Ohio Workforce Excellence Award. Techneglas is a wholly owned subsidiary of Nippon Electric Glass of Japan, with plants worldwide.

L.T. (Tim) Hickey, Jr., President and CEO, will serve on CEMM's Board of Directors. ■

## Board Member Promoted

Our congratulations and best wishes to David Kirk, our Copeland Corporation board member for many years, who was recently promoted and has relocated to St. Louis, Missouri. Dave is the new Vice President and General Manager of Alco Controls. Alco Controls Division - Emerson Electric Co. is a very successful worldwide industrial corporation. ALCO employs over 1,000 people, including experienced field engineers and direct sales representatives strategically located in the U.S., Canada, Europe and Japan.

You will have the chance to congratulate Dave in person at our next Professional Development Seminar. He, and Bill Bosway, Senior Vice President of Marketing at the Copeland Corporation will be our afternoon speakers on February 15th. Their topic is Flow Enterprise as a Business Strategy: Integrating Manufacturing and Marketing. ■

## Promotion at Diebold

Diebold has announced that Tom D'Amico has been promoted to senior vice president, global manufacturing and quality. He will be responsible for leading the manufacturing and quality operations, and implementing best practices within these functions around the world. Diebold joined the CEMM in 2001, with D'Amico as its board member.

D'Amico has been instrumental in implementing best-in-class manufacturing and procurement practices within the North America organization

His new global role was created to optimize Diebold's global manufacturing resources, standardize operating processes and practices, eliminate redundancies, balance global supply chain and improve leverage and efficiency around the world.

Prior to joining Diebold, D'Amico was executive vice president of operations for the Overhead Door Corporation in Alliance, Ohio. He has also held management and manufacturing positions at various companies, including Coopers & Lybrand and Procter and Gamble. D'Amico received a bachelor's degree in industrial engineering from Polytechnic University in Brooklyn, N.Y., and a bachelor's degree in physics from St. John's University in Queens, N.Y.

Our Congratulations to Tom. ■

## New Member Benefit – Members' Request

There is a new benefit for our CEMM member companies. We often receive requests to collect information and find resources on hot topics of concern to manufacturing. These are topics that are of shared interest to many of our members.

As of January 2002, we will publish our response to these questions in the "Members' Requests" section on our web site. We will include a brief summary of the issue and our research. We will then provide links to web sites that include more comprehensive articles, resources and references.

Our first "Members' Request" is entitled Caution in Consignment Inventories. It was prepared at the request of Copeland Corporation. It can be found by clicking on: [http://fisher.sou.edu/cemm/research/members\\_request](http://fisher.sou.edu/cemm/research/members_request) ■

## Nine CEMM Member Companies are included in the Business First list of Greater Columbus Largest Employers

<u>Ranking</u>	<u>Name/Address</u>	<u># Columbus Area Employees</u>	<u>Product</u>	<u>CEMM Board Member</u>
#33	Ross Products Division of Abbott Laboratories 625 Cleveland Ave., Columbus, OH 43215	1,964	Pharmaceutical diagnostic nutritional and hospital products	Tim Eades
#65	ABB Automation-Process Automation Group 650 Ackerman Road, Columbus, OH 43202	1,100	Process control equipment and solutions	Ken Morris Mari Jo Cary
#69	Lancaster Colony Corp. 37 West Broad Street, Columbus, OH 43215	1,084	Manufacture/marketing of specialty, foods, candles, glassware and automotive aftermarket products	Tom Deschler
#71	Longaberger Company 1500 East Main Street, Newark, OH 43055	1,000	Homemade basket manufacturer; direct sales of baskets, pottery, dinnerware, accessories	Jim Gimeson
tied with				
#71	Roxane Laboratories Inc. 1809 Wilson Road, Columbus, OH 43228	1,000	Manufacturer of brand, generic and consumer pharmaceuticals	Peter Dickinson
#74	The Scotts Company 14111 Scottslawn Road, Marysville, OH 43041	975	Producer and marketer of products for lawn care, gardening, turf care and horticulture	Mike Lukemire
#80	Crane Plastics 2141 Fairwood Avenue, Columbus, OH 43207	990	Plastics extrusions wood composite	Stephen Cork
#87	Mettler-Toledo Inc. 1900 Polaris Parkway, Columbus, OH 43240	800	decking, vinyl fencing Weighing & measuring equipment-balances, scales, lab instruments, other equipment	Todd Manifold
#91	Techneglas Inc. 707 East Jenkins Avenue, Columbus, OH 43215	750	Television glass manufacturer	Tim Hickey

## Spotlight on Our Founding Member Company: Copeland Corporation

The energies of key managers from the Copeland Corporation helped to found the CEMM in 1992.

Copeland Corporation is the world leader in the production of compressors and condensing units, supplying virtually every well-known maker of commercial and residential air conditioning equipment, as well as the major names in refrigeration.

Located in Sidney, Ohio, Copeland Corporation has been a subsidiary of Emerson Electric Company since 1986.

The company was founded in Detroit, Michigan in 1921 by Edmund Copeland. The company has established an international reputation for technological innovation, manufacturing excellence, quality and service. During eight decades, Copeland has grown to more than 8,000 employees worldwide and is one of the largest businesses in the Emerson organization.

Copeland offers more than 10,000 compressor models in a full range of technologies, including scroll reciprocation and screw compressor designs. The company is best known for pioneering the introduction of scroll technology to the HVAC/R marketplace. Today, more than 18 million Copeland scroll compressors are installed in residential and commercial air conditioning and commercial refrigeration systems around the world.

In order to serve its world markets effectively, Copeland manufactures its products in company-operated and licensed facilities in 11 countries throughout North America, Europe and Asia. Their plants are equipped with the most advanced machining, assembly and materials handling equipment in the industry. Together, they can produce over 10 million compressors annually.



## Lean Interns

MBA students are available for internships each summer. We have developed a unique internship program for students with lean manufacturing knowledge.

Peter Ward, the CEMM Research Director, teaches a class in Lean Manufacturing techniques during the spring quarter. It is the goal of each of his students to find a summer internship with a manufacturer where they can implement the lean tools that they have learned. These students then return in the fall to study lean manufacturing in more depth.

In 2001, students completed lean internships at GE Superabrasives, Ford Motor Co., Visteon Corp., TI Automotive and StorageTek.

If you are interested in learning more, please contact Peter Ward, at 614 292 5294. ■

## Lean Manager Certification

Fisher College of Business has joined with Productivity, Inc. to offer the first-of-its-kind accelerated Lean Manager Certification (L-MAC) program. Productivity, Inc. is a leader in lean manufacturing professional education.

The L-MAC provides your transformational leaders with the critical technical information and improvement tools they will need to deploy lean enterprise methodologies throughout your manufacturing operation.

CEMM Professors Bill Berry and Peter Ward will each lead a topic during the training.

The fully accredited, four-week public program introduces the four key phases of lean implementation – Plan, Pilot, Deploy and Integrate. In between the weeks of classroom training, students will apply the methods they have learned to a real project in their own company. Instructors can be contacted between course weeks to provide assistance.

Each participant who successfully completes the four-week training program, passes the 2 hour certification exam and has demonstrated successful implement in his or her own facility will be certified as a Lean Manager.

When: March 4-8, April 15-19, May 13-17 and June 10-14.

Where: Pfahl Hall, Fisher College of Business, OSU

Tuition: \$13,500 for CEMM Members, \$15,000 for non-members.

Contact: [www.productivityinc.com](http://www.productivityinc.com) or 503-235-0600

## CEMM Members Share Expertise!

Executives from many of our CEMM members share their experiences with business students by speaking with students in OSU classes. We thank these managers who devoted their time to speak in Professor Bill Berry's Operations Planning and Control Systems Class.

David Kirk, Vice President of Manufacturing and William Bosway, Senior Vice President of Marketing- Refrigeration Products, Copeland Corporation, "Integrating Marketing and Manufacturing Strategy"

Peter Dickinson, Vice President of Operations, Boehringer Ingelheim/Roxane, "Developing Manufacturing Strategy in Global Operations"

Our thanks to each of these individuals for sharing their time and expertise.

If you are interested in serving as a guest speaker at the Fisher College of Business, just give us a call at 614 292 3199. ■

## Workplace Excellence - Ross Products Division

Congratulations to Abbott Laboratories for the recognition they recently received from *Working Mother* magazine as one of the "100 Best Companies for Working Mothers".

Abbott's Ross Products Division has offices throughout Columbus. In response to an employee survey two years ago, Ross introduced formalized alternative work arrangements, such as job sharing, flextime and telecommuting. These work arrangements have resulted in a direct bottom line impact by reducing their annual voluntary turnover rate to 7.1%, which is 5 percentage points below the national average during the last year.

The CEMM is pleased that such a dynamic company as Ross Products is an active member in our organization. We congratulate our CEMM Board Member, Tim Eades, who is the Ross Products Vice President - Manufacturing Operations. Ross Products joined CEMM in 1992. ■

## State Grant Supports Ross Products' Investment in Manufacturing Plant

A \$40 million capital investment at its downtown manufacturing plant over the past three years has helped Ross Products land a \$100,000 employee training grant from the state.

Ross is spending \$400,000 to train employees to use equipment it has been installing at the plant off Cleveland Avenue. It manufactures infant, toddler and adult nutritional products, including Similas and Ensure.

A division of Chicago-based Abbott Laboratories, Ross has 629 employees at its downtown plant. It employs 2,300 at its five Greater Columbus facilities.

The training is aimed at moving Ross to a performance-based work force. It will address changes in technology and job expectations.

The new equipment is shifting the plant from a manual data collection system to one that is more automated. ■

## CEMM Goals

- Create a forum for improved dialog between corporations and academics about topics of common interest.
- Develop educational programs for executives related to critical manufacturing issues.
- Conduct research to develop new management approaches for achieving world-class excellence in manufacturing.
- Provide an opportunity for executives in Member Companies to network with peers in other Member Companies on topics of common interest.
- Develop close working relationship between practicing managers and Ohio State faculty. ■

# Center for Excellence in Manufacturing Management

## Sponsor Companies

ABB Industrial Systems, Inc.  
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Emerson Electric Co.  
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The Timken Company  
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Visit our updated web site at <http://fisher.osu.edu/cemm>