Focus on John Dix

John F. Dix, Co-Director of the CEMM, is an accomplished, results oriented executive with over thirty-nine years of leadership positions in industry.

The Fisher College of Business recently appointed John as Executive in Residence in the Department of Marketing and Logistics. In this new position John will offer a series of open seminars for MBA students covering issues around strategic planning and product management.

John is President of Business Development Index Ltd., a strategic planning and consulting practice based in Columbus. He retired in 1994 from the position of President, North American Foods, Borden Inc.

During his teaching career, Dix was four times selected as Outstanding Elective Professor and received the coveted Pace Setter Graduate Teaching Award for exceptional achievement in the classroom and for his efforts in promoting and encouraging student intellectual and social growth.

John serves on the Boards of Trustees of The Hannah Neil Center for Children and Recreation Unlimited. At the invitation of the office of the Mayor of Columbus and the Trade Development Office, International Division, John has been the lead industry representative in organizing a trade development project between the Sister Cities of Columbus, Ohio and Odense, Denmark.

John is married to Polly McNicholas Dix, and has two grown children.

CEMM Calendar

Upcoming Events:
Jan. 28 Feedback Session at Scotts
Feb. 4 Feedback Session at Greif Bros.
Feb. 6 Honors Students Tour Ross Labs
Feb. 21 Professional Development Seminar
Feb. 21 “It’s Your Business” Radio Show 6:30 p.m. on WOSU 820am
March 25 Open Book Management Seminar with the Great Game of Business

Past Events:
Jan. 16 Meeting at Crane Products with Technegas
Jan. 14 Ross Labs kicks off, “Focus Company” program
Dec. 5 Honors students’ presentations to 5 CEMM companies on improving Human Resources policies
Nov. 15 Professional Development Seminar
Nov. 5 Open Book Management Seminar with the Great Game of Business
Oct. 21-25 Six Sigma Training
Oct. 17 MBA Career Fair

Mark Your Calendars Now
Future Quarterly Seminars
February 21, 2003
May 16, 2003
August 22, 2003
November 14, 2003
February 21, 2003 Seminars

Morning Seminar
For CEMM Members Only!!!

“Using 5-S to Start the Lean Manufacturing Process” is the topic of the morning seminar. The team of Marty Blazic, Deb Hoffman and Tom Ashbrook from Tosoh SMD, Inc. will talk about their successes in using 5-S processes to improve productivity and employee involvement in their manufacturing facility. Tosoh has been an active member of CEMM offering tours to member companies and to students of the Fisher College of Business.

Afternoon Seminar

Manufacturers worldwide are taking leadership in creating a more sustainable world. Our February seminar highlights how corporate citizenship has become an integral part of all decisions at the Ford Motor Company.

Al Ver, VP Advanced & Manufacturing Engineering at Ford, will speak on “Innovative Approaches for Sustainable Manufacturing” at their River Rouge Plant.

Ford’s leadership role is highlighted in a quote from their website: “We believe corporate citizenship is demonstrated in who we are as a company, how we conduct our business and how we take care of our employees, as well as in how we interact with the world at large. It is our aspiration to be among the most respected, admired, and trusted companies in the world.”

Contact Jackie McClure at 614-292-3199 if you are interested in attending these seminars.

Location of Seminar:
Longaberger Alumni House
2200 Olentangy River Road

Just a reminder, the Olentangy bridge is closed on Lane Avenue, and you will have to take a detour if you come from east campus.

Spotlight on Tosoh SMD, Inc.

Tosoh SMD is a broad based, international supplier of sputtering targets and high purity thin film deposition materials for use within semiconductor and computer media production. Tosoh SMD, Inc., is a wholly owned subsidiary of TOSOH Corporation.

Tosoh’s aims at being the world’s number one supplier of high technology, consumable for thin film deposition, earning recognition and respect for excellence from their customer, people, and shareholders. Larry Murphy, President and CEO, is their member of the CEMM Board.

Open Book Management Workshop

If you were interested in Bill Fotsch’s presentation on open book management last spring, you can learn more in a full day seminar. The Fisher College of Business, in partnership with the Great Game of Business, is hosting an open book management workshop from 9:00 a.m. to 4:00 p.m. on March 25, 2003, at the Pfahl Executive Conference Center. The daylong program costs $395.

“We have a really simple objective,” said Bill Fotsch, vice president of the Great Game of Business. “We help companies improve business results by more effectively engaging their employees.” The “game” said Fotsch is based on the concept of open book management. New and experienced managers will learn to meet challenges while building great businesses.

If you are interested in this workshop, you can call the Great Game of Business at 800-386-2752 or register online at www.greatgame.com
Lean Manufacturing Research

Dr. Peter Ward and Dr. Rashna Shah recently completed a study of lean manufacturing implementation in the context of plant size, plant age, and unionization status. They assessed the performance differences between plants pursuing lean and those that do not using data from 1700 plants participating in Industry Week’s Census of Manufacturers.

Their conclusions:

- Plant size has a significant influence on implementation of a broad array of lean practices. Large plants are more likely to implement. However, smaller plants that do implement lean practices tend to perform slightly better than their larger brethren.
- Unionization and plant age have much narrower influence on implementation of lean practices than plant size. In general, being old or being unionized does not seem to be a good reason for avoiding implementing lean.
- Lean programs tend to be implemented in bundles of related practices. Each of the four lean practice bundles (JIT, TQM, TPM, and worker teams) makes a significant contribution to performance. Implementing lean practices appears to yield performance advantage across the board.
- Operational performance, a composite of cost, timeliness, speed, quality, and productivity, was significantly higher in plants that implemented lean programs. Lean practices do yield a measurable and significant performance advantage.

If you are interested in learning more about this research, you can contact Peter Ward at 614-292-5294 or ward_1@cob.osu.edu.

Guest Speakers in MBA Classes

Our thanks to the following individuals who spoke to students in Professor Bill Berry’s MBA classes during the fall quarter. Your leadership involvement at Fisher College of Business is appreciated!

Michele Kalnas, Vice President Supply Chain
American Electric Power

Dave Swihart, Director - Manufacturing
The Scotts Company

Tim Loar
Production & Inventory Planning Manager
Ross Labs

Laura Blum, Manager, Production Control
Tosoh SMD, Inc.

John Striebich, Director
Flow Manufacturing and Material Systems
Copeland Corporation

Thomas R. D’Amico
Senior VP– Global Manufacturing and Quality
Diebold, Incorporated

Mike Kelty
Vice Chairman – Executive Vice President
The Scotts Company

Techneglas Honored by EPA for Recycling

The U.S. Environmental Protection Agency (EPA) has singled out television glass-maker Techneglas for its program to recycle cathode ray tubes from discarded televisions and computer monitors. Congratulations and thank you to everyone at Techneglas.
# Meet the CEMM Corporate Board Members

<table>
<thead>
<tr>
<th>Member Company</th>
<th>Board Member(s)</th>
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<tbody>
<tr>
<td>ABB Inc.</td>
<td>Ken Morris, Senior Vice President and head of the Pulp and Paper Business Unit and Mari Jo Cary, Senior Manager - Human Resources</td>
</tr>
<tr>
<td>BI/Roxane</td>
<td>Peter Dickinson, Vice President – Operations</td>
</tr>
<tr>
<td>Copeland Corporation</td>
<td>Tom Ruef, Vice President – Operations, Refrigeration Division</td>
</tr>
<tr>
<td>Crane Plastics Company</td>
<td>Chris Burger, President – Crane Products</td>
</tr>
<tr>
<td>Diebold, Incorporated</td>
<td>Thomas R. D’Amico, Senior Vice President - Global Manufacturing and Quality</td>
</tr>
<tr>
<td>Greif Bros. Corporation</td>
<td>Karl Svendsen, Vice President Manufacturing</td>
</tr>
<tr>
<td>Johns Manville</td>
<td>Paul Mascuch, Director, Process &amp; Technology</td>
</tr>
<tr>
<td>Lancaster Colony Corp.</td>
<td>Thomas Deschler, Vice President Manufacturing, T. Marzetti</td>
</tr>
<tr>
<td>The Longaberger Company</td>
<td>James Gimeson, Vice President of Manufacturing</td>
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<tr>
<td>Mettler Toledo</td>
<td>Todd Manifold, General Manager – Industrial Business Unit</td>
</tr>
<tr>
<td>OASIS Corporation</td>
<td>Edward Russell, Chief Operating Officer and Louis Busick, Director of New Product Development</td>
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<tr>
<td>Sonoco-Phoenix</td>
<td>Alan Hutchins, Director of Manufacturing</td>
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<tr>
<td>Ross Products</td>
<td>Timothy Eades, Vice President – Manufacturing Operations</td>
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<tr>
<td>The Scotts Company</td>
<td>Ken Elsbury, Vice President, North American Manufacturing and Engineering</td>
</tr>
<tr>
<td>Technegas, Inc.</td>
<td>L. T. Hickey, Jr., President &amp; CEO</td>
</tr>
<tr>
<td>The Timken Company</td>
<td>Roger Ellis, Vice President, Manufacturing – Automotive</td>
</tr>
<tr>
<td>Tosoh SMD, Inc.</td>
<td>Larry Murphy, President and CEO</td>
</tr>
</tbody>
</table>
The Fisher College of Business received this letter from CEMM Member Company, Boehringer Ingelheim/Roxane. They hired two MBA Interns during the summer of 2002:

Jamie Mathews-Mead  
Career Services  
Fisher College of Business  
188 Gerlach Hall  
Columbus, Ohio 43210

Dear Mrs. Mathews-Mead:

I would like to take this opportunity to make you aware of the exemplary work that both Maggie Xiang and Rui Sun have done this summer at Roxane Laboratories.

Maggie has been working on a process emulation model to display our current manufacturing/packaging process for one of our future products at Roxane. She delineated the entire process through observation and direct involvement with the operators at the shop floor level. She was also more than capable of explaining this information to an outside resource that was responsible for assembling this information into a program that displays the process for observation. She was also able to assess what parameters in the process will need to have the capability to be adjusted by us to allow for process optimizations to increase throughput while still maintaining the safety and quality standard that we expect.

Rui has been working with an international productivity enhancement group from our parent company Boehringer Ingelheim. He has done an outstanding job of getting right down to the shop floor level and analyzing our current process through line study analysis and observation. He has made several suggestions as a result of his work in this area that have helped in an overall productivity increase across the product mix this line is capable of running.

The efforts of Both Maggie and Rui at this facility are recognized by upper management as being value added efforts that will continue to grow after they have left. They are very diligent and responsible employees that we would certainly welcome back in the future. Congratulations and thanks to both of them are certainly well deserved for their work at Roxane.

Sincerely,

Philip Nolette  
Manager, Production Engineering  
Boehringer Ingelheim/Roxane Laboratories

If you are interested in hiring interns for the summer of 2003, please contact Jamie Mathews-Mead at 614-292-8580.
Center for Excellence in Manufacturing Management

Sponsor Companies

ABB, Inc.
Boehringer Ingelheim/Roxane
Copeland Corporation / Division of Emerson Electric
Crane Plastics Company
Diebold, Incorporated
Greif Bros. Corporation
Johns Manville
Lancaster Colony

Longaberger Company
Mettler Toledo
OASIS Corporation
Ross Products / Division of Abbott Laboratories
The Scotts Company
Sonoco-Phoenix
Techneglas, Inc.
The Timken Company
Tosoh SMD, Inc.

Co-Directors
William L. Berry (614) 292-3173
John F. Dix (614) 457-6543

Administrative Director
Nancy Lahmers (614) 292-2975

Associate Director—Research and Communications
Peter Ward (614) 292-5294

Intern Project Coordinator
David Schilling (614) 292-3157

Representative to Ohio Award for Excellence
David Collier (614) 292-8305

CEMM Distinguished Fellows
Tom Wallace
John F. Dix
David S. Hoyte

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Jackie McClure (614) 292-3199
Fax: (614) 292-1272

Visit our updated web site at fisher.osu.edu/cemm