---2003 Highlights---

- During 2003 the CEMM celebrated 11 years as a self-supporting outreach and engagement initiative offering world class excellence in manufacturing management.
- Dr. Karen Holbrook, OSU President, spoke with the CEMM Board Members on the challenges of organizational leadership.
- We welcomed TI Automotive and Rolls Royce Energy Systems as the newest CEMM members!
- The first CEMM scholarship was awarded to Geoff Merchant, an MBA student majoring in Operations Management.
- Over 600 managers attended our Quarterly Professional Development Seminars to hear speakers who are leaders in manufacturing.
- 30 students were hired as interns or full time employees at CEMM Member Companies.
- Two networking programs, Lean Leaders Forum and Glass Manufacturing Leaders Forum, were launched in 2003.
- Peg Pennington joined the CEMM to facilitate the growing number of companies involved in the Southside Manufacturers Forum.
- Peter Ward’s MBA students completed lean and six sigma projects at member companies.
- Bill Berry got married!

With thanks to all of the CEMM member companies, 2003 was a great success!

The most significant highlight for the faculty and staff of the CEMM was the opportunity to work with so many wonderful manufacturing managers who are committed to excellence in all that they do. We thank you and wish you all continued success in 2004.

Nancy Lahmers, CEMM Administrative Director

**Longaberger Company**

**A Winner In Many Ways**

Longaberger’s “Let Me Call You Sweetheart” float was awarded the President’s Trophy for the most effective floral use and presentation at the Rose Bowl Parade on New Year’s Day! This trophy was one of 23 awards given. The floats were judged based on creative design, floral craftsmanship, artistic merit, computerized animation, thematic interpretation, floral and color presentation and dramatic impact. **Congratulations!**
Can You Name That Company?

A CEMM member company was the subject of the financial column, Motley Fool, in the Columbus Dispatch on December 7, 2003.

I define myself as “a services company providing integrated technology solutions that enable our customers to maximize their self-service capabilities.” I was founded in 1859 and my headquarters are in Ohio. I introduced the concept of a cash-dispensing automated teller machine in 1966 and make a lot of them today.

I’m a global leader in voting machines, with 33,000 of my units in use across America. I’ve long specialized in security, offering safes, vaults and electronic-security systems. I employ more than 13,000 people in more than 88 countries and rake in about $2 billion annually. Who am I? The answer appears on page 5 of our newsletter.

Tribute to CEMM Members Community Support

The Timken Foundation and Ross Products Division of Abbott Laboratories have provided significant financial support to Junior Achievement of Central Ohio and its Exchange City program.

Mettler Toledo and Roxane Laboratories are sponsoring the 2003 Columbus Technology Council’s Advancement of Technology Awards Banquet.

The Longaberger Company and The Scotts Company made major gifts to the Ohio Bicentennial Commission.

We thank all of our member companies for their contributions to improving our communities.

CEMM Members Among Areas Largest Employers

Members of the Center for Excellence in Manufacturing Management (CEMM) were recognized by the Columbus Business First as the largest employers ranked by number of greater Columbus full time employees:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>#24</td>
<td>Ross Products Division of Abbott Laboratories</td>
<td>2392</td>
</tr>
<tr>
<td>#51</td>
<td>Longaberger Company</td>
<td>1157</td>
</tr>
<tr>
<td>#52</td>
<td>Scotts Company</td>
<td>1137</td>
</tr>
<tr>
<td>#57</td>
<td>Lancaster Colony Corp.</td>
<td>1080</td>
</tr>
<tr>
<td>#71</td>
<td>Roxane Laboratories</td>
<td>900</td>
</tr>
<tr>
<td>#74</td>
<td>Crane Group Co.</td>
<td>800</td>
</tr>
<tr>
<td>#84</td>
<td>Mettler Toledo, Inc.</td>
<td>694</td>
</tr>
</tbody>
</table>

David Hoyte, CEMM Distinguished Fellow, speaks to the first Lean Leaders Forum.
CEMM Member Companies only are invited to attend the morning session of the next Professional Development Seminar

Date: Friday, February 20, 2004  
Time: 10:30 AM  
Location: 140 Pfahl Hall, Fisher College of Business  

Topic: “Certifying Employee Qualifications and Skills for Effective Job Assignments” by Mari Jo Cary, SPHR, ABB Inc.

ABB, Inc. is a worldwide leader in power and automation technology with 150,000 employees in 100 countries. Columbus serves as the global headquarters for ABB’s pulp and paper controls business, while its corporate headquarters are in Switzerland.

In recent years significant change has come to ABB through foreign competition, market pressures, and government regulations requiring the most creative and effective of their valuable human resources. As the company faced a changing business landscape, they developed a skills certification process to manage and assign its talented workforce in applying skills, education and experiences.

Many companies use databases to track employees’ expertise, but that information is often captured in a few high-level bullet points that miss key data. For Example: Are you rolling out a product line in Ohio? You may find several people who cite “product launches” as competencies, but you probably won’t know that one of them went to school in Columbus and worked on a nearly identical launch early in his/her career; thus, the ideal candidate risks going untapped. Experience is not the same as expertise, but it is a “frequent companion” and ABB will share how this information is tracked more closely for work assignments.

ABB will discuss its own employee and manager driven skills certification process that tracks its diverse workforce. This presentation will be of interest to organizations of all sizes who are interested in ensuring that their valuable and expensive human resources are directed the most effectively and profitably.

Mari Jo Cary is the Senior Manager of Global Organization Development. Since joining ABB in 1994, she has been designated a subject matter expert in High Performance Work Systems (HPWS) through ABB Americas’ Region. Mari Jo has received the lifetime senior human resources (SPHR) certification from SHRM and is active in her local HR professional association.

Mari Jo has been an innovator of Organizational Development tools including the Performance Certification System data base and a web based 360 Team/Peer Contribution Assessment and annual Employee Opinion Survey. She is certified as a trainer of both Zenger Miller and DDI. With 30 years of Human Resource Management experience, Mari Jo is a graduate of Wright State University and is the CEMM Board Member. ABB joined the CEMM in 1996.
You are invited to attend the afternoon session of the next CEMM Professional Development Seminar

Date: Friday, February 20, 2004  Time: 1:00 PM to 3:00 PM
Location: Pfahl Hall, Fisher College of Business

Jan Santerre, Vice President of Lean Enterprise for Parker Hannifin, will discuss their Lean initiatives, focusing on:

- Establishing and implanting the Parker Lean System
- Developing Lean Thinking Leadership
- Crisis Division Blitz

Jan is responsible for the successful development and implementation of Parker’s business systems including the Parker Lean System, Strategy Deployment and Parker’s quality systems. Over her twenty-year career she has developed expertise in manufacturing systems (including the Toyota Production System), Hoshin Kanri (policy deployment), and organizational system dynamics. Her strength is in establishing a culture of execution.

With annual sales exceeding $6 billion, Parker Hannifin Corporation is the world’s leading diversified manufacturer of motion and control technologies, providing systematic, precision-engineered solutions for a wide variety of commercial, mobile, industrial and aerospace markets. The company’s products are vital to virtually everything that moves or requires control, including the manufacture and processing of raw materials, durable goods, infrastructure development and all forms of transport. With the implementation of Lean initiatives throughout the company, they’ve significantly improved operating cash flow thus enabling high-quality investment opportunities - those that enhance their systems offering and targeted operating margins.

Jan began her career with General Motors as a Product Engineer. In 1992, she was promoted to Operations Manager at the Adrian, Michigan facility where she was responsible for the largest instrument panel program in the world. In 1995 she received a Delphi Fellowship to The University of Michigan where she studied the Toyota Production System under John Shook. Upon completion of her degree she was named to an Executive position as the Production Manager for the Columbus Operation. With annual sales of $400 million she was responsible for all aspects of production with a workforce of 1200 UAW employees, producing 14% of the world’s door latches. In 1998 she was promoted to Plant Manager of the Columbus Operations.

Jan began her career at Parker Hannifin Corporation in September of 2002 as the Instrumentation Group Lean Manager. In January of 2003 she was promoted to her current position as Vice President of Lean Enterprise. Her focus has been to establish and implement an enterprise-wide strategy to accomplish a full Lean transformation.

Jan holds a B.S. in Electrical Engineering from Purdue University and a Master of Engineering in Manufacturing from The University of Michigan. She currently serves on the Board of Directors for CAMP (Cleveland Advanced Manufacturing Program). Jan, her husband Tom and 3 teenage sons reside in Columbia Station, Ohio.
Congratulations to Ken Elsbury

CEMM Board Member, Ken Elsbury, has been promoted to Vice President, Manufacturing at The Scotts Company. Ken has manufacturing accountability for both Internal and External Manufacturing in North America, including Consumer Growing Media.

Ken’s supply chain experience spans more than 15 years with Cummins Engine Company, Frito-Lay, Ralston-Purina’s Continental Baking Group, ConAgra Foods and The Scotts Company. During this time, Ken has held positions of increasing responsibility in quality management, maintenance and engineering, product supply, processing, packaging, warehousing, plant management and corporate staff roles within supply chain.

Ken, his wife Lori and their three sons, Kellan, Nolan and Hayden reside in Dublin, Ohio.

Kudos to Ross Products

This is the second consecutive year that Working Mother magazine has named Abbott Laboratories as one of the 10 best employers for mothers on the magazine’s prestigious annual list of “100 Best Companies for Working Mothers.” Ross Products is a Division of Abbott Labs.

Abbott has received several other awards for its employee programs, including recognition from Health magazine as one of the “10 Best Companies for Women.” Abbott was also recognized by Money magazine as having the third best benefits package in the country. FORTUNE magazine has named Abbott as one of “America’s Most Admired Companies” every year since the list’s inception in 1983.

Abbott Laboratories is a global, broad-based health care company devoted to the discovery, development, manufacture and marketing of pharmaceuticals, nutritionals, and medical products, including devised and diagnostics. They employ more than 70,000 people and market in more than 130 countries. Ross Products Division of Abbott Laboratories joined the CEMM in 1992.

CEMM Calendar

Upcoming Events:
Jan. 22: Donna Demerling, Timken, SR VP of Supply Chain Transformation Speaks to Graduate Students
Feb. 3: Southside Manufacturers Forum at Crane Products
Feb. 4: Feedback Session at Copeland Corp.
Feb. 20: Professional Development Seminar

Past Events:
Jan. 9: Emerging Markets Presentation by Manufacturing Strategy Class
Dec. 12: Lean Leaders Networking Forum
Dec. 9: Southside Manufacturing Forum
Dec 2 & 4: Employee Handbook Presentations by Honors Students
Nov. 14: Professional Development Seminar
Oct. 31: Roxane Labs Feedback Session
Oct 29: Tosoh SMD Feedback Session

Mark Your Calendars Now!
Future Quarterly Seminars:

February 20, 2004
May 7, 2004
August 27, 2004
November 12, 2004

Answer to Can You Name That Company?
Diebold, Incorporated. Diebold joined the CEMM in 2001. Tom D’Amico, Senior VP of Global Manufacturing, Quality and Procurement, is the CEMM Board Member.
Center for Excellence in Manufacturing Management

Member Companies

ABB, Inc.  
Boehringer Ingelheim/Roxane  
Copeland Corporation / Division of Emerson Electric  
Crane Plastics Company  
Diebold, Incorporated  
Greif Inc.  
Lancaster Colony  
Longaberger Company  
Mettler Toledo  
OASIS Corporation

Rolls-Royce Energy Systems, Inc.  
Ross Products / Division of Abbott Laboratories  
The Scotts Company  
Sonoco-Phoenix  
Techneglas, Inc.  
TI Automotive  
The Timken Company  
Tosoh SMD, Inc.

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