COE Leaders Create New Six Sigma Program

This fall the Fisher College of Business became the first business school in the nation to offer Six Sigma classes to undergraduate students to help them earn Green Belt certification. Management Sciences Chair and COE Research Director, Peter T. Ward, a leading expert on lean management, will co-direct the program with Peg Pennington, Director of Continuous Improvement for the COE.

“Six Sigma is arguably the leading business process tool used today in the nation’s most successful corporations,” said Dean Joe Alutto. “It made perfect sense to us that Fisher would extend these essential business courses to our undergraduate students.”

Fisher juniors and seniors majoring in operations management are eligible to apply to the selective program. Students accepted into the Six Sigma course will go through the same rigorous training program as graduate students and executives. Students are required to enroll in two 10-week classes, successfully complete a project, and take the Green Belt certification exam.

The first quarter is devoted to a blended-learning course, which includes four hours a week of classroom instruction along with extensive Web-based lessons and study. The second quarter applies lessons from the first to assigned work projects for several Columbus area large non-profit organizations, including The Ohio State University Medical Center and the Columbus Foundation. Students will be divided into teams and will work under the supervision of a Six Sigma Black Belt.

Credited as a formula for success by many leading multinational corporations, Six Sigma is a lean management and process improvement program. Six Sigma training and certification is traditionally taught in MBA and executive education programs at business schools and through corporate training programs.

“I love the passion I’ve observed in Fisher undergrads,” said Peter Ward. “I’m truly excited to give these students another opportunity to apply the management and process concepts they learn in the classroom in real world practice. At The Fisher College of Business, we believe that is a key component to providing a meaningful education experience.”

Thanks to the Fisher News for sharing this previously published article.

Mark Your Calendars Now
Future Seminars
December 1, 2006
February 16, 2007
May 4, 2007
September 14, 2007
November 30, 2007
Ohio Willow Wood has joined the Center for Operational Excellence. A unique privately owned business, they design and produce prosthetics for a global market and are located 45 minutes south of Columbus in Mt. Sterling. With a rich history dating back to 1905, Ohio Willow Wood is an innovative industry leader in the manufacturing and distribution of prosthetic products, including the Alpha® family of liners, the Pathfinder® II foot and the OMEGA® Tracer® CAD system.

Ben Elliott, General Manager, previously with Techneglas, will return to the COE board. With a Mechanical Engineering degree from OSU, Ben is responsible for sales, marketing, research & development, production, quality, finance, HR and strategic planning at Mt. Sterling and five global locations.

Ryan Arbogast, Senior Business Analyst, will join Ben on the COE Board. Ryan is also a graduate of OSU with a degree in Operations Management from Fisher College of Business. Ryan has been with Ohio Willow Wood for ten years in a variety of leadership roles.

More information about our new member can be accessed at: www.owwco.com

Please welcome Ohio Willow Wood to the Center for Operational Excellence.

We are pleased to announce a unique new member of the COE, Goodyear Tire and Rubber Company/Exel. Goodyear and Exel have worked to develop a close working partnership. The teams at Exel and Goodyear work together to manage Goodyear’s supply chain seamlessly. Goodyear manufacturers and markets tires, several lines of belts, hose and other engineered rubber products for the transportation industry and various industrial and consumer markets, as well as rubber-related chemicals for various applications. Goodyear operates more than 100 plants in 29 countries.

More information is available at: www.goodyear.com

Exel offers a range of supply chain solutions and services including supply chain management (SCM), inbound to manufacturing support, aftermarket parts distribution, managed transportation and finished vehicle marketing. They pioneered the ‘supplier park’ concept and replicate the model for their customers, ensuring timely and cost-effective delivery of parts to the production line. With 25,000 employees in the United States and Canada, they provide solutions to a wide range of manufacturing, retail and consumer industries and support them with highly skilled people and leading-edge technology.

More information is available at: www.exel.com
Ted Nikolai, President, Automotive & Chemical/Industrial Americas from Exel, Inc. will serve on the COE board.

Ted graduated from OSU with a Bachelor of Science in Business Administration. He joined Exel from Ernst & Young in 1996 and held a variety of finance leadership roles. He was appointed to President, Automotive Americas in January 2002, and is responsible for the development and delivery of supply chain solutions for the automotive industry within the United States, Canada, Mexico and Brazil.

Please welcome Goodyear Tire and Rubber Company/Exel as our newest COE members.

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**Lean Forum: Effective Meeting Planning and Execution**
**November 9, 2006  1pm — 3pm**

In complex business environments, effective communication is crucial for a workforce to make coordinated improvements. While many organizations incorporate structured communications within management circles, ensuring that corporate messages are correctly received by line workers can be a challenge. This forum event will investigate a variety of strategies for conducting effective meetings.

The forum will include a presentation about effective meeting techniques followed by an open discussion of best practices among the participants. The event will be held at the T. Marzetti Company, manufacturer of specialty dressings, dips, sauces, desserts, and other food items (www.marzetti.com). This event will include a plant tour and will be hosted by Jeff Wallace, plant manager and Jenny Chacey, industrial engineer.

Especially beneficial to managers who desire to improve their communication technique and discuss communication challenges with colleagues, this event will be focused on practical implementation of ideas. Light refreshments will be served. We invite COE members to attend this event. Please reserve your seat by contacting Jackie McClure (614-292-3199; mcclure.92@osu.edu)

**Operations in Emerging Markets: China**

We congratulate three MBA students who won first place in the Regional APICS paper competition. Each year APICS, The Association for Operations Management, challenges university students to research and prepare papers about outstanding efforts in operations management. **Kanwar Dang, Ryan Leathers and Srikanth Sabbineni**’s winning paper, *Operations in Emerging Markets: China*” is available to COE members on our website at: http://fisher.osu.edu/Centers/COE/Research-Activities/Journal-Articles/
COE Morning Professional Development Seminar: December 1, 2006

“Implementing Change in Your Organization to Implement Lean”

Michael Vella, Director of Operations Strategy for Cooper Standard Automotive, will be the COE’s guest speaker on December 1, 2006.

Mike Vella has been a favorite speaker for guests at the Center for Operational Excellence (COE) since his first presentation in 2002 on Succession Planning entitled “First Break All the Rules”. Mike continues to challenge us as well as his organizations. During this session Mike will discuss the challenges that must be overcome to implant change for any lean implementation to be successful. Mike has 29 years of manufacturing experience. He was instrumental in the Relentless pursuit of adopting lean manufacturing philosophies within the TI Automotive’s North American facilities and will pursue these same goals within Cooper Standard.

Human Resource Development is a very important part of ensuring continued success of organizations. Mike has been a regular participant in delivering training to his team, either in person or in an electronic format.

Mike received his Masters in Business Administration from Wayne State University in Detroit and his B.S. in Aviation Engineering Technology from Western Michigan University. Mike is certified as Quality Engineer and Reliability Engineer and is an ASQ (American Society for Quality) Fellow. Mike resides in Livonia, Michigan with his wife Lynne.

Cooper-Standard Automotive Inc., headquartered in Novi, Mich., specializes in the manufacture and marketing of systems and components for the global automotive industry. Products include body sealing systems, fluid handling systems, and NVH control systems. Cooper-Standard Automotive Inc. employs more than 16,000 across 61 facilities in 14 countries.

It is the mission of Cooper-Standard Automotive to be the leading manufacturer of sealing system products, fluid systems, vibration control applications and other related products while focusing on innovative, continuously improved solutions to their customers’ problems with world-class quality, leading edge technologies, service and competitive pricing. Their pledge to ethical, honest principles driven by the spirit, pride and dedication to their employees drives them toward their vision of market leadership and success.

http://www.cooperstandard.com
COE Afternoon Professional Development Seminar

“Accelerating Concept to Market at Limited Brands”

We are pleased to announce that Leonard (Len) A. Schlesinger, Vice Chairman and Chief Operating Officer – Limited Brands will be the Center for Operational Excellence’s (COE) afternoon speaker on December 1, 2006.

In a prestige fashion business that makes its profits on the “sell side”, speed becomes a critical variable in the overall strategic mix. In his presentation, Len Schlesinger will walk participants through the elements of the “speed playbook” at Limited Brands and changes contemplated for the future.

Founded in 1963, with one women's apparel store in Columbus, Ohio, Limited Brands has grown into more than 3,800 stores and six retail brands. They continue to build a family of the world's best fashion brands that creates sustained growth of shareholder value by focusing their time, talent and capital on the highest return opportunities.

Leonard A. Schlesinger is Vice Chairman and Chief Operating Officer of Limited Brands. He sits on the company’s Board of Directors. In this capacity he is responsible for operational and financial leadership, on an enterprise wide basis, of the functions that support the operations of Express, Limited Stores, Victoria’s Secret Beauty, Stores, and Direct, Bath and Body Works, C.O. Bigelow, Henri Bendel and the White Barn Candle Company.

Dr. Schlesinger joined Limited Brands in 1999. Prior to his appointment he served in key leadership roles at Brown University and at the Harvard Business School. He has taught in both MBA and Executive Programs in the areas of Service Management, General Management, and Organizational Behavior and Human Resources Management. He holds a bachelor’s degree in American Civilization from Brown University, an MBA degree from Columbia University and a doctorate in Organizational Behavior from Harvard Business School.

His activities have included service as Executive Vice President and COO of Au Bon Pain Co., Inc., and as a director of Borders Group, Inc., GC (General Cinema) Companies, Inc., and Pegasystems, Inc. He has lectured and consulted around the world with service and industrial firms as well as governments and international leadership organizations. He resides in New Albany, Ohio, with his wife, a specialist in Organizational Behavior and a former faculty member of The Ohio State University. They have three daughters.

www.limitedbrands.com
COE Highlights Member Companies

The large glass case in the Management Sciences Department on the sixth floor of Fisher Hall is devoted to displaying the products and services of COE Member Companies.

**New Product Innovations is NPI** - A global design and manufacturing resource with decades of experience in product development for a virtual who's who of leading international corporations. Born from a joint venture of GE Plastics and FITCH, NPI combines unprecedented industry experience with innovative thinking to provide strong solutions for a broad range of companies. With a culture that employs the Six Sigma Methodology, NPI provides its clients with services in the following areas:

**Innovative Product Design and Development**
- Industrial Design
- Electrical and Mechanical Engineering
- Packaging Design
- Comprehensive Program Management
- Testing and Validation Services

**Contract Manufacturing**
- Manufacturing System Development
- Quality Assurance & Control
- Prototype, Pilot and Production Build
- Supply Chain Collaboration and Management
- Logistics and Distribution

Neil MacIvor, Chief Operating Officer, represents NPI on the COE Board of Directors.

These displays have offered a way for COE Member companies to educate the students, faculty and staff of the Fisher College of Business regarding their products and services. Our thanks to all of the COE member companies for your assistance and involvement!

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**Operations Management Major Tops the List**

The *Wall Street Journal* recently recognized the Operations Management program as one of the best in the nation. Led by Peter Ward, COE’s Research Director, the MBA program in Operations Management was ranked as 6th for academic excellence. Our congratulations to Peter and all of the faculty and staff in Management Sciences.
Congratulations to John Dix

John Dix, COE Co-Director, has been appointed to the board of Quick Solutions, Inc. A computer consulting firm, Quick Solutions, Inc. (QSI) is a leading IT Staffing and Solutions Company founded in 1991 in response to a growing demand for outsourced Information Technology staffing, consulting, and project management services. Congratulations to John!

Women in Operations Management Leadership Forum

Carol A. Christobek, Business Process Redesign Manager at Ashland, Inc., will discuss the successes and challenges of her career in Operations Management. Carol leads the global implementation of continuous improvement processes at Ashland.

Carol has responsibility for supporting the implementation of Ashland’s corporate process centering effort. She works with a number of business mega-processes including Customer Acquisition (selling), Source to Pay (procurement), Responsible Care (environmental, health, and safety), and Maintain Integrity and Protect the Company (legal and regulatory compliance). Carol also works directly with the Ashland Chemical Sector Supply Chain Process Council, and the Estimating and Bidding Process within APAC, Inc., part of Ashland’s Transportation sector.

Friday, November 3, 2006, The Fisher College of Business 140 Pfahl Hall - 8:30 a.m. Please register by sending an e-mail to: Jackie McClure (mcclure.92@osu.edu)

COE Calendar

Upcoming Events:
Nov 3: Women in Operations Management Leadership Forum
Nov 9: Lean Forum “Effective Meeting Planning & Execution” at T. Marzetti
Dec 1: Professional Development Seminar
Feb 16: Professional Development Seminar

Past Events:
Oct 25: Innovation Forum: “Expanding Product and Technology Innovation Through the Third Frontier” with Dr. Norman Chagnon, Staff Director for the Third Frontier Commission and Pat Valente, Deputy Director of the Ohio Department of Development
Sept. 22: Lean Forum: “Dramatic Change Initiated Through 5-S” at TimberTech
Center for Operational Excellence
Member Companies

- ABB, Inc.
- B&I Roxane, Inc.
- Cardinal Health
- Coca-Cola North America
- Crane Plastics Company
- Diamond Innovations, Inc.
- Emerson Climate Technologies
- Goodyear Tire and Rubber/Exel
- Greif Inc.
- Lancaster Colony Corporation
- The Longaberger Company

- Mettler Toledo, Inc.
- New Product Innovations, Inc.
- Ohio Willow Wood Company
- Rolls-Royce Energy Systems, Inc.
- Ross Products/Division of Abbott Laboratories
- The Scotts Company, LLC
- Sonoco-Phoenix Corporation
- TI Automotive
- The Timken Company
- Tosoh SMD, Inc.

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