CEMM Links with Danish Technology, Engineering and Management Center

In September, Professors William Berry and Peter Ward visited faculty at the Technology, Engineering, and Management (TEM) Center at the Technical University of Denmark (DTU) to explore mutual research interests. They also visited a number of top Danish manufacturing companies and spoke with executives about competitive concerns and manufacturing issues.

Although there were differences reflected in the views of executives, some common themes emerged. First, there was interest in lean manufacturing and how lean manufacturing might have to be adapted to fit the unique characteristics of Danish industry which employs a highly unionized, highly skilled, and highly paid workforce with many workrules. The Danish workforce embodies a tradition of craftsmanship and other cultural factors. Manufacturing executives also expressed a keen interest in global issues since they were managing companies that competed in international markets. Furthermore, they wanted research comparisons among companies that relate to international rather than domestic competitors. In general, there was interest in finding a Danish way to compete with the best global companies in worldwide markets.

The research team from DTU and the Ohio State University sought to develop a research program that would address the concerns expressed by Danish executives while making an impact on the body of knowledge about manufacturing management. The team undertook designing a study that would collect data from Danish manufacturers that is comparable to Industry Week best plants data. The data will be supplemented with information about specific strategic intent in manufacturing and some items concerning mass customization approaches. In addition, the team will undertake paired case studies of Danish and U.S. manufacturers in the same industry that are undergoing lean manufacturing transformation.

In November, Peter Ward returned to Denmark to initiate the research project by finalizing the planning for the study and instrument development and giving presentations on benchmarking with Industry Week data at two conferences.

Future plans for collaboration among faculty from CEMM and TEM include working on cross-functional strategies, particularly those between marketing and manufacturing and will include visits by CEMM faculty to Denmark in March.
Fisher College of Business Ranking

The Fisher College of Business has been ranked in the top 20 of more than 700 accredited MBA programs in the nation in the December issue of the Academy of Management Journal. Additionally, research productivity by faculty in production/operations management was ranked sixth. This study ranked business schools on the number of pages that their faculty members published in top-tier scholarly journals.

William Berry Wins Award

Professor Berry of The Ohio State University, Terry Hill of the London Business School and J.E. Klompmaker of the University of North Carolina have won the Norman A. Dudley Award for their paper titled “Aligning Marketing and Manufacturing Strategies with the Market” published in the International Journal of Production Research in 1999. The award is given for the paper judged to have the potential for making the greatest contribution to the advancement of manufacturing practice.

John Dix Served As Panelist

John Dix participated in a Round Table Discussion at the Private Label Manufacturers Association’s annual meeting in Chicago in November 2000. Members of the panel included manufacturers and suppliers. John joined the discussion on the topic of “Right Sizing: Managing Store Brand Manufacturing for Maximum Profit.”

February 2001 Seminar

Daniel Hagedorn from Midway Products Group, Inc. spoke to the CEMM members at the February 16 morning session. Dan is a member of the Ford Lean Advisory Group and his topic was “Process Control Through Mistake Proofing.” He gave techniques for upstream variation control, as well as, shop floor variation control.

May Professional Development Seminars

The morning seminar will be presented by Debra Liefer of Donnelly Corp. She will present, “Work Standardization in the Lean Environment.” The morning session will be followed by lunch at noon and the afternoon session will be presented by John Horton, Project Manager at Lockheed Martin. John’s presentation is entitled, “Achieving Lean Manufacturing Through the Total Value Stream.” After two years of internally focused efforts, Lockheed Martin has launched a new Lean Value Stream initiative to “raise the competitive bar” in customer satisfaction.

Video Pilot

During the May 18th afternoon session of the Professional Development Seminar, there will be a pilot of our video conference capabilities. This video conference will be sent from Pfahl Hall to five Timken sites. In the future, the Center would like to offer video conferencing to our member companies who have employees on site who would benefit from the seminar topic. We will keep you informed about future video conferencing opportunities.
**COMPANY NEWS**

**Marzetti Receives Gordon Food Service Award**

Gordon Food Service, the largest independent foodservice distributor in the country, recently honored Marzetti Foodservice with the prestigious 2000 Supplier of the Year Award. Marzetti won this award in four separate product lines: Marzetti Dressings, Chatham Village Croutons, Reames Pasta, and New York Frozen Hearth Baked Breads. With numerous categories comprising the rating process in determining an award winner, Marzetti Food Service ranked very high in each of the individual categories. They also received an excellent rating in low damage throughout the year, excellent fill rates, and correct invoice matching.

**CEMM NEWS**

**Stephen Cork replaces Herb Hutchinson**

Stephen Cork, President of Crane Plastics Manufacturing has replaced Herb Hutchinson, President of CPC Tooling on the CEMM Board. The Center would like to thank Herb for serving on the Board and welcome Steve as the Crane representative for 2001.

**CEMM WEBSITE**

You may now access the latest CEMM newsletter and Annual Report on the CEMM website at http://fisher.osu.edu/cemm

The web site was previewed at the last Board Meeting. If you have any up-dates for the web site, please forward them to Jackie McClure at mcclure_92@cob.osu.edu.

**EXECUTIVE EDUCATION**

**Leadership for Lean Manufacturing Course Offered**

Executive Education is offering a new course “Leadership for Lean Manufacturing” for managers and executives who want to learn more about lean manufacturing and lean manufacturing efforts. This course is distinct in its focus on work cell spanning, enterprise level activities and tools that are critical to a company’s developing a successful leadership role as it moves toward the lean enterprise.

Through interaction with lean manufacturing experts, participants in the three-day program will develop the critical managerial tools needed to be a leader in lean manufacturing.


Instructors for the course include:

- David S. Hoyte, President of Arvin Ride and Motion Control Products
- Tom Jackson, President and CEO of Productivity, Inc.
- Lisa Johnson, Specialist in the RWD Technologies, Inc. Lean Manufacturing Division
- James Keyte, founder of Branson, Inc.
- Russell W. Porter, Senior Performance Improvement Specialist in the RWD Technologies, Inc. Lean Manufacturing Services Division
- Dr. Peter Ward, Professor of Operations Management and Associate Director for Research in the CEMM

For information concerning registration for the second session, please call the Executive Education Department at (614) 292-9300.

**MBA ACTIVITIES**

**Lean Interns Save Companies More Than $500,000**

MBA interns trained in lean manufacturing techniques can have an impact on a company’s bottom line. “We saved one company $330,000 a year and another, $200,000,” said Matt Woolstenhulme. “And we showed another company how to achieve a $30,000 daily savings in inventory costs.” Woolstenhulme was one of seven Fisher College MBAs to participate in the college’s first lean internship experience last summer. Professor Peter Ward developed the course, Implementing and Managing Lean Processes, in partnership with Ford Manufacturing’s Lean Resource Center. Ward is offering two sections in the spring quarter. For information on requesting an intern in the program contact Jeff Rice at (614) 292-8588 or email: jrice@cob.osu.edu.
Center for Excellence in Manufacturing Management

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**Intern Project Coordinator**
David Schilling (614) 292-3157

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

**Distinguished Fellow and Chair—Marketing and Manufacturing Interface Symposium**
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Visit our updated web site at http://fisher.osu.edu/cemm
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<td>Debra Liefer  Donnelly Corp.  Work Standardization in the Lean Environment</td>
<td>John Horton, Project Manager  Lockheed Martin  Achieving Lean Mfg. Through the Total Value Stream</td>
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<td>Friday, September 7, 2001</td>
<td>Joe Phelan  General Manager Mfg.  GE Superabrasives  E Commerce</td>
<td>Roger Blackwell  Professor of Marketing - OSU  E Commerce</td>
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<td>Longaberger Alumni House</td>
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<td>Friday, November 30, 2001</td>
<td>Laura Bloom  Production Inventory Control Supervisor  Tosoh  Advanced Scheduling Systems</td>
<td>J.P. McCarthy, Manager of Area Manufacturing  Dana Corporation  Exceeding Quality Standards Through Teamwork</td>
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<td>Friday, February 15, 2002</td>
<td>To Be Announced</td>
<td>Dave Kirk, VP Operations  Copeland Corp.  Linking Manufacturing Performance Measures to Customers</td>
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<td>Friday, May 17, 2002</td>
<td>To Be Announced</td>
<td>Mike Tanner, Group Plant Manager  TI Group Automotive Systems  Capturing the Benefits of Lean Manufacturing</td>
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Board Meetings are scheduled following the afternoon sessions in September 2001, February 2002 and August 2002.