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AMETORONTO 2013  
**EXCELLENCE**  
INSIDE  
CONFERENCE



[www.ametoronto.org](http://www.ametoronto.org)

**October 21 - 25, 2013**

## DNA OF TOYOTA'S MANUFACTURING FLOW

November 13-15, 2012 | Georgetown, KY

- Discuss traditional manufacturing and production management structures and operational principles, then contrast these with the value gained through integration of just-in-time (JIT) customer order flow throughout all enterprise activities.
- Introduce and align just-in-time enterprise, business process, manufacturing, and supply channel principles and methods within a manufacturing simulation exercise to demonstrate the value that JIT adds in assuring customer value.
- Demonstrate and discuss how visual order tracking and operations management approaches can be used to orchestrate seamless, balanced, sequenced just-in-time flow from receipt of an order, through acquisition of required materials, then through value adding manufacturing operations.
- Enhance this learning through discussions covering how enterprise JIT principles have been successfully applied in several case study companies
- Reinforce this learning through practice with practical exercises and benchmarking visits to lean cultured manufacturing companies.

Read more on page 2 or go to <http://www.ame.org/events/dna-toyotas-manufacturing-flow>

### Upcoming Events

Events	Dates	Location	Cost
DNA of Toyota's Mfg Flow	November 13-15	Georgetown, KY	\$995
Art Byrne: How Mfg Lean Helps Healthcare	December 13	Ft. Lauderdale, FL	\$50
AME Spring Conference	April 15-18, 2013	San Antonio, TX	\$1,295



To sign up for AME events, contact AME at 224-232-5980. To host an AME event in your area contact a SE Region Director in your state.

## UPCOMING EVENTS

### DNA OF TOYOTA'S MANUFACTURING FLOW

November 13-15, 2012 | Georgetown, KY



#### WORKSHOP DESCRIPTION

Toyota is the most profitable and fastest growing automobile company in the world. It produces nearly 60% more automobiles than it did in 2001. Toyota's earnings more than double all other major automakers combined and the average administrative, manufacturing, and logistics costs per vehicle is roughly one third of that of their competitors. Because Toyota is so successful in a highly competitive industry, most manufacturing, service, and logistics service companies are trying to emulate Toyota by implementing it's lean manufacturing and/or just-in-time (JIT) logistics principles and methods. This is your chance to learn, first hand, about the underlying principles which enables Toyota's "near" just-in-time, make-to-order manufacturing flow.

You are invited to this exceptionally valuable 3 day (i.e., Tuesday morning through 4:30 PM on Thursday) Association for Manufacturing Excellence (AME), "hands-on" workshop with learning reinforcing benchmarking visits to two lean cultured manufacturing activities.

Our Objective will be to describe, analyze, discuss, practice through "hands-on" simulation exercises, then observe how Toyota's "Just-in-time (JIT) principled culture enables make-to-order manufacturing customer order flow. We will study how they design flow systems, integrate all of its progressive stages, then actively orchestrate order flow from customer order initiation through completion.

#### PRESENTER

**Jim Price** gained his credentials in global logistics operations while serving for a period of over twenty years as a logistics officer and defense industrial operations commander within the US Army. During his military service, Jim commanded maintenance, supply, transportation, and defense industrial organizations within numerous nations and directed logistics operations between multiple countries during, both peace and war.

Jim Price gained his credentials in just-in-time manufacturing processes while serving as General Manager over Ryder Integrated Logistics' Toyota North America team. His team was responsible for directing and executing the in-bound assembly parts logistics processes and dock operations for the Toyota plants in Georgetown, Kentucky and Toyota's NUMMI plant in Fremont, California. There he helped design and manage extensions of the Toyota Production System out to Toyota's parts supplier base through just-in-time over-the-road truck and material handling logistics processes.

#### WHO SHOULD ATTEND?

Any business leader who feels that they are grounded in the basic methods Toyota uses to organize and operate their planning, operations and logistics activities but desires to go an additional step toward fully understanding how Toyota's manufacturing flow is enabled.

This workshop is specifically organized for business owners and corporate officers, manufacturing operations leaders, process improvement leaders, production and materials planners and leaders, lean transformation champions and managers of enterprises engaged in providing manufacturing and internal materials activities.

**MORE INFO:** <http://www.ame.org/events/dna-toyotas-manufacturing-flow>

**Sign Up Now! Call  
AME at  
224.232.5980.**

## UPCOMING EVENTS

### TURNING HEALTHCARE AROUND USING LEAN TOOLS

December 13, 2012 | Fort Lauderdale, FL



#### NETWORKING EVENT

Under the leadership of former Lean Transformation **CEO Art Byrne**, the **Wiremold Company** embarked upon an aggressive program of quality improvement and product introduction using the “Kaizen” philosophy. As a result, The Wiremold Company is now considered a model of manufacturing excellence – nationally and internationally. Art just released the book of “The Lean Turnaround: How Business Leaders Use Lean Principles to Create Value and Transform Their Company”. Art will visit South Florida to share his insights and experiences about leading revolutionary change in the healthcare industry based on proven approaches from manufacturing.

#### PRESENTER



**Art Byrne** has been implementing Lean Strategy in various U.S.-based manufacturing and service companies, such as Danaher Corporation, for more than 30 years, including The Wiremold Company, which he ran for 11 years. He now serves as operating Partner at the private equity firm J.W. Childs Associates L.P. Few business leaders in the world have applied Lean strategy as successfully as Art Byrne has – and none has the ability to explain how to do it with such succinctness and clarity. His book, *Lean Turnaround*, explains all the ins and outs of applying Lean strategy from a leadership perspective. Clinically dead after a serious skiing accident, Art experienced patient flow first-hand. His contributions of time and resources to St. Francis Hospital in West Hartford, CT. have inspired business leaders and clinicians alike. Whatever type of organization you run, Lean can be used to improve virtually every aspect of operations, from training and leading employees, through office processes and the provision of better clinical care.

#### HOST COMPANY

**Sheridan Healthcare** is a leader in providing healthcare solutions to physicians, hospitals and outpatient centers. Physician led and managed, Sheridan provides a full line of hospital based clinical and management solutions in the specialty areas of Children’s Services, Anesthesiology, Radiology and Emergency Medicine. Our commitment to multi-specialty services is unparalleled and our focus on collaboration, leadership and quality provides our hospitals and patients with the care they deserve.

#### WHO SHOULD ATTEND?

Senior management individuals and teams interested in how to lead their organizations out of crisis towards standardized and sustained success.

**MORE INFO:** <http://www.ame.org/events/art-byrne-turning-healthcare-around-using-lean-tools#5>

Sign Up Now! Call AME at 224.232.5980.



## AME WEBINAR SERIES

Each month world recognized speakers will be making 1-hour presentations representing a wide variety of topics. Authors, Shingo Prize recipients, and thought leaders in their respective areas form the line-up of presenters. Webinars are very modestly priced at \$25 for members, \$50 for non-members and free for corporate members. The webinar series is just one way that AME is trying to increase the value it delivers to its members, and better fulfill its mission of “Share-Learn-Grow”. So gather up some colleagues at your organization and register for a webinar today.

The upcoming line-up includes:

- Engaging Executives in Lean Management: November 16
- Lean IT: Run, Grow & Transform Your Lean Enterprise: December 11
- Driving Business Improvement: January 23

Go to <http://www.ame.org/webinars> for more details on these and other webinars scheduled through the end of the year.



### Five Benefits of Hosting a Regional Event

- 1 - As a host you can select the subject. Identify a “gap” in existing knowledge or Experience within your organization. AME will bring in a facilitator to teach the host participants as well as the other attendees.
- 2 - Hosting an application based event (e.g. a kaizen event) will provide the Host company with Tangible improvements in the selected area. Attendees from other companies will be valuable resources during the event to implement real change. AME will bring in a facilitator if required.
- 3 - Build your network of fellow Continuous Improvement and Operational Excellence professionals that will provide continued benefits long after the Event
- 4 - Receive suggestions for improvement from attendees after a tour of the Host facility
- 5 - Use the event as a “rallying point” for the organization to progress to the next level in Your quest for Operational Excellence, or to reinvigorate a stalled effort.

Value Stream Mapping, Lean Office, Pull Systems, TPM, TWI, Daily Visual Management – whatever the subject area - AME can help you close an Existing knowledge gap. Contact Southeast Program Director, Hank Czarnecki, email: [leanhank@auburn.edu](mailto:leanhank@auburn.edu) to discuss the possibility of holding an event at your facility.

## REGIONAL NEWS

### Burgess Oliver Receives the Mac McCulloch Lifetime Achievement Award

CHICAGO—October 22, 2012—Burgess Oliver, retired, former general manager of Nortel was awarded the 2012 Mac McCulloch Lifetime Achievement Award at the Sheraton Chicago Hotel and Towers during its annual International Excellence Inside Conference. The honor is bestowed every year upon one individual who embodies AME principles and works to establish AME's leadership role within the industry.

"Burgess is truly a fixture at AME whose humor and good nature have lightened-up many of our board meetings and special events," explains Paul Kuchuris, AME President. "He has definitely had a hand in making AME the successful organization it is today."



Burgess Oliver

Mr. Oliver was one of AME's first members and a charter member of AME Champion's Club. Through his career he has volunteered countless hours with AME and is well-respected among its membership. In addition to his service at Nortel, he held positions at Clark Equipment Company, GTE Sylvania, Telco and TRICOR.

The Mac McCulloch Lifetime Achievement Award was established in 2006 to recognize the commitment and dedication of individuals who have made significant contributions to improving the products and services offered by AME to advance enterprise excellence in manufacturing. The award not only recognizes service to AME but also honors an individual's character, integrity, and leadership.



#### AME SE REGION BOARD MEMBERS CHICAGO CONFERENCE

October 16, 2012

STANDING (L to R): Bill Kraus, Todd May, Garvin Barker, Larry Fast, Joe Barto, Sammie Hare, Jim Garrick, Robert Camp

SEATED (L to R): Kevin Singletary, Art Hau, Sharon Halsey, Glenn Marshall, Hank Czarnecki

NOT PRESENT: Jim Price, MaryPat Cooper, Sam Matsumoto, Dan McDonnell

## LEAN ACCOUNTING

Lean practitioners find welcome information and support through lean accounting. It's a more practical method of keeping score than traditional accounting, according to Al Gross, former vice president at Currier Plastics. In contrast to traditional accounting's focus on net income, part margin, SG&A (selling, general and administrative expenses) and COGS (cost of goods sold), lean accounting practitioners emphasize production value, contribution (the incremental impact of a part/product/customer to net profit), minimized and other costs, plus conversion and material costs.

"It enables you to optimize decisions at all levels of the organization since it's based on more accurate, meaningful and real-time information, while it facilitates the organization's purpose or value proposition," he said. Gross co-authored the article, "Lean Accounting: Currier Plastics Inc.'s Disciplined Approach," *Target First Issue 2011*.



Al Gross

For organizations striving to hone organization-wide, customer-focused processes, lean accounting serves as a timely and enabling approach that can engage associates at all levels. "What we did at Currier, and it applies in general, is create meaningful box scores at all levels, such as injection molding, blow molding and design value streams. Metrics make a difference that affects behavior day to day. This approach serves the whole organization," Gross said. He added that lean accounting is generally more inward-focused, compared to traditional accounting's outward focus on auditor reviews or shareholder oversight.

"Lean accounting gives operational folks something they can relate to and affect directly, enhancing value-added in the organization, contrasted with traditional accounting's focus on dated financial results – which can undermine lean progress," continued Gross. "For example, it can enable more effective new product development." Using data about the velocity or speed of change as well as benefits/cost (value) enables more effective decisions about R&D projects, whether to go ahead on an improvement project, which customers to pursue, etc. Data-based decisions add incremental value to a program from the perspective of the customer (internal or external).

### Recommendations

Gross shared several basic suggestions for lean accounting:

- \*Keep it simple.
- \*Target behavior-oriented information.
- \*Ensure that information is accurate and readily available.
- \*Top-down approval and sponsorship are critical.
- \*It's helpful to launch lean accounting early in the organization's lean transformation.
- \*Tailor your approach to specific organizational needs.

Suggested resources include books by Brian Maskell and Bruce Baggaley such as *Practical Lean Accounting: A Proven System for Measuring and Managing the Lean Enterprise* as well as the Lean Accounting SuperGroup at <http://leanaccounting.ning.com>.

# AME **SAN ANTONIO** 2013 **SPRING** CONFERENCE

REGISTER NOW  
 SAVE UP TO  
**20%**  
 (See registration form on back)

## REVITALIZATION OF **NORTH AMERICAN** MANUFACTURING **PEOPLE • PROCESSES • PARTNERS**

**Great companies are forged in the harshest of economic climates.** In spite of the most demanding conditions, they thrive on challenges. They've learned how to weather *tough winters* to enjoy robust revitalization when the *warmth of spring* arrives.



**North American manufacturers find themselves at a crossroad.** Will the trend to manufacture offshore continue to grow? Or will we strive for the revitalization and bold growth of manufacturing in North America?

The AME **SAN ANTONIO** 2013 **Spring Conference** is focused on the Revitalization of North American Manufacturing.

To revitalize our industry we must learn how to achieve enterprise excellence through innovation around our people, processes and partners.

**Tour innovative locations** in the San Antonio area that showcase why manufactur-

ing in North America makes sense, such as Johnson Controls, Toyota Motor Manufacturing, Lockheed-Martin, Frito-Lay and Lancer Corporation, with more tours to be announced.

San Antonio will feature **6 keynote speakers.** Titans and pioneers of industry. Hear what they think about the current issues facing North American manufacturing. Our keynote speakers include:



**Harry Moser**  
 Founder, Reshoring Initiative

**Drew Greenblatt**  
 President,  
 Marlin Steel



**Jerry Bussell**  
 President, Bussell  
 Lean Associates

**Kellie Johnson**  
 President,  
 ACE Clearwater  
 Enterprises



Enjoy **18 of the best practitioner-to-practitioner presentations.** Hear how others overcame their challenges, the failures they endured and revelations they discovered on their road to achieving and sustaining amazing gains.

Take part in any of the **16 highly informative workshops**, put on by world-leading experts in their field of excellence.

Join Us! **April 15-18** at the AME **SAN ANTONIO** 2013 **Spring Conference**  
**Marriott Riverwalk**,  
 889 East Market Street,  
 San Antonio, TX 78205

To **register** go to:  
[ame.org/SanAntonio](http://ame.org/SanAntonio)  
 or contact:

**Veronica Ceaser**  
 AME Conference Registrar  
 tel: 224-232-5980, ext. 223 or  
 email: [vceaser@ame.org](mailto:vceaser@ame.org)



FIND THE TIME TO **SHARE • LEARN • GROW**™ IN SAN ANTONIO



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## AME MISSION

**Our Mission** is to inspire commitment to enterprise excellence through shared learning and access to best practices.

## AME VISION

Bringing people together to share, learn and grow.

## CORE VALUES

- Volunteerism
- Continuous Improvement
- Integrity & Trust
- Engaging & Welcoming
- Practitioner Focused