



became prolific tweeters and showed up at a breakfast “I’m here” from @AMEConnect. Martin and Nate discussed lean in their companies, and each went away with a new thought and new friend. Twitter broke the ice. Start watching for #AMEConf2011. Use the hashtag for your ideas.

Facebook’s informality lends itself to sharing the fun and enthusiasm of the conference; look for some pictures and impressions at www.Facebook.com/AMEConnect, and “Like” the page if you, ... well, like it.

In their morning special interest session, “Getting Started with Social Media” presentation, Karen Wilhelm, Jason Semovoski, and Ashley DeVecht used a “Connect, Collaborate, Learn, Improve” model for getting the benefit from social media. They recommended

starting with LinkedIn, recognizing that it’s more than an online resume service, and using LinkedIn groups to explore problems and ideas. Take a look at the *Association for Manufacturing Excellence* group to sample the discussions.

The advanced social networking session, “What’s Social Media Got to Do with Continuous Improvement?,” offered an overview of Twitter, Facebook, LinkedIn, GoogleDocs, SharePoint, and Yammer, and how they are being used not only for relationship-building and idea exchange, but for long-distance team collaboration. Both presentations can be downloaded from www.slideshare.net/AMEConnect. (Have a document or presentation you’d like to share? Contact Karen Wilhelm, karen.m.wilhelm@gmail.com.)

helm@gmail.com.)

Networking with other professionals is one of the top reasons for joining AME and social media enriches those relationships. Learning to use social media is a “pick one and do it” proposition, and what you learn from one method helps you figure out the others. If you need a helping hand, contact a member of the AME Social Media Council: Karen Wilhelm (Karen.m.wilhelm@gmail.com); Jason Semovoski (semovoski@gmail.com); Tim McMahon (mcmahont@ofsop-tics.com); Ken Grant (ken.grant7@gmail.com); or Scott Schiave (sschiave@ame.org).

Karen Wilhelm is a Target contributing editor and publisher of the blog [Lean Reflections](http://LeanReflections.com).

Community of Practice

“Reshoring Manufacturing Jobs” Builds Momentum

Learn to weigh total cost of ownership.

Rekindling the growth of manufacturing jobs is a key focus of the Association for Manufacturing Excellence (AME)/American Productivity and Quality Council (APQC) Community of Practice (CoP), which hosted a special session during the recent AME annual conference in Baltimore, MD. The session featured presentations by Harry Moser of the Reshoring Initiative and findings from a “High Performance Delivered” survey by the National Association of Manufacturers (NAM) with Accenture. Representatives of the 2010 AME Manufacturing Excellence Awards recipients shared their experiences and “lessons

learned.” The recipients included DJO, LLC-Vista, Vista, CA; DJ Orthopedics de Mexico S.A. de C.V., Tijuana, Mexico; Parker Hannifin-Hydraulic Filter Division, Metamora, OH; Parker Hannifin Racor Division, Modesto, CA; Plymouth Tube Company, West Monroe, LA; and TG Fluid Systems USA Corporation, Brighton, MI.

Harry Moser, Reshoring Initiative founder and an inductee in the *IndustryWeek* Hall of Fame, commented that there is a need for leadership to consider reshoring manufacturing jobs, and that evaluating total costs can spark a mindset change toward

local sourcing. “Offshoring is a major cause of U.S. unemployment and the huge U.S. budget deficit,” Moser said. “The Reshoring Initiative, the most efficient solution to these problems, helps manufacturers calculate their Total Cost of Ownership (TCO) of offshored products and tooling, and recognizes the approximately 20 percent of cost they may have missed. Readers can help accelerate reshoring by using the Initiative’s TCO Estimator, available free at www.reshorennow.org to reevaluate their cost of offshoring or to sell the advantages of local sourcing to U.S. customers; submitting cases of successful re-



shorings to harry.moser@comcast.net; and applying lean principles learned via AME to become more competitive.” Moser noted that packaging, duties, freight cost, travel, rework, product liability, and other factors affect total cost.

Results from a “High Performance Delivered” NAM/Accenture survey were discussed by Gardner Carrick, director of strategic initiatives of the Manufacturing Institute, National Association of Manufacturers (NAM). Among the factors respondents noted in questions about business decision-making were total cost, quality, the impact of government policies and regulations, workforce skills, labor costs, etc. Costs were cited as a major

reason for reevaluating manufacturing/supply base strategies. More than half the respondents indicated the need to balance current manufacturing and supply operations with their customer base/demand. The survey participants included 287 manufacturing executives.

The AME/APQC CoP is designed to help identify and deploy best practices, in turn driving innovation and higher productivity, according to Glenn Marshall, among the CoP co-founders. “The goal is to help individual practitioners and their companies to achieve enterprise excellence through shared learning,” he said. Marshall added that AME recently launched an initiative to drive the

“Rebirth of Manufacturing Jobs.” He cited a January 2010 *Manufacturing Resurgence: A Must for U.S. Prosperity* report by NAM: “An increment to manufacturing production creates more economic activity both within and outside the sector than does a similar increment in any other major sector because of manufacturing’s high multiplier effect and its extensive linkages to other parts of the economy.” Marshall added, “The CoP enables the entire value stream to become more competitive through increased collaboration between public and private sectors.”

— Lea A.P. Tonkin

Support the Future of Manufacturing



As a member or supporter of AME you are showing a commitment to Lean manufacturing and enterprise excellence. It's time to step up to show it in an even more meaningful way.

The AME Institute supports the future of manufacturing in North America by providing resources to students so that they may be better equipped to pursue a career in manufacturing operations. It also funds valuable research such as the Government Procurement Accounting Study, projects that demonstrate sustainability and green practices, and training programs in leadership and how to establish a culture of excellence.

The AME Institute was founded on the principles of knowledge acquisition and experience sharing, however without adequate funding it will fall short on reaching its critical goals. Financial support from AME members and supporters provides for valuable research, enhances our ability to seek corporate grants, and contributes to the overall strength of manufacturing in North America and around the world.

So please step up today and make a donation to The AME Institute. Contact Scott Schiave, AME Director of Marketing and Communications, at sschiave@ame.org or call him at 224-232-5980, ext. 228. Any contribution would be sincerely appreciated. Thank you for supporting the future of manufacturing!

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