

GFWMA

GREATER FORT WORTH MANUFACTURERS ASSOCIATION

Advanced Manufacturing Newsletter

April 2002

The Men of JIT

Timely Topic for June Manufacturers' Association Meeting



Eli Whitney



Frederick Taylor



Henry Ford



Taicyio Ohno

Just in Time Manufacturing, World Class Manufacturing, Lean or Agile Manufacturing - all of these terms refer to a collection of methodologies based on the following principles:

Total Quality Assurance

Minimize part-to-part variation from customer requirements by developing consistent production processes

Total Productive Maintenance

Ensure that all production equipment is ready at all times to produce consistent quality product

Synchronous Production

Drive down the total time taken for raw material to be processed into finished product by eliminating as many queuing points and non-value adding activities as possible

Simplicity

Reduce the complexity of the overall manufacturing process (e.g. rearrange machines according to process flow rather than buying a computer to track inventory queues, design products for ease of manufacturer

Setup Reduction

Maximize manufacturing flexibility by removing setup cost as a barrier to small lot production

Employee Involvement

Involve *all* people in improvement efforts and actively solicit and implement their improvement ideas

Continuous Improvement

Efforts to improve all aspects of the manufacturing operation must never cease.

Advanced Technology

As the above principles are employed, manufacturing operations become simpler and more consistent thus paving the way for successful application of automation and computer integrated manufacturing

A panel of experts will discuss JIT and includes Dr. Michael Gorman from BNSF, General Motors' Debon Thornton, and Mark Sessumes, a manufacturing specialist with the Texas Manufacturing Assistance Center. JIT in the 1980s struggled as larger organizations attempted to push inventory down to their smaller suppliers. "Implementing JIT requires having the right materials at the right place in the right amount at the right time" says TMAC's Sessumes. JIT involves flushing the waste of inventory not only *IN* an organization but *BETWEEN* organizations. The reduction and elimination of waste is the crux of the Lean Manufacturing philosophy.

Please join us for this informative session at the Petroleum Club in Fort Worth on June 11th. RSVP to Tammie Lile at 817-348-0706 or send an email to tlile31@aol.com. Members pay \$15 in advance or at the door, nonmembers \$20.

About Us

Our proud History - The City of Fort Worth's Strategy 2000 Advanced Manufacturing Initiative

Strategy 2000 was a key element in Fort Worth's response to the negative economic impact of the defense downsizing in our community. Its mission was to create a healthy, diverse, less defense-dependent economy supported by business development, emerging technologies, international trade and a world-class work force. The Advanced Manufacturing Committee developed a long-term vision for a thriving manufacturing community in Fort Worth and a strategic plan for the realization of Greater Fort Worth as *the* global center for manufacturing excellence. Congresswoman Kay Granger was involved in the original start-up as far back as 1997 and has recently endorsed the organization in her position as U.S. Representative for District 12.

GFWMA is one of the objectives of that plan !

GFWMA's strives to represent and promote long-term manufacturing interests and to acquire, preserve and disseminate valuable manufacturing business information. We provide resources, identification of opportunities through networking, and seek solutions to common to manufacturers. Please join us at our June dinner meeting, call for information or visit our website.

GFWMA
1150 S. Freeway Dr.
Suite 143
Fort Worth, Texas
76111
www.gfwma.org

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NEW MEMBER SPOTLIGHT

ACKLEY FINANCIAL GROUP, INC.

One of GFWMA's newest member's is Ackley Financial Group, Inc. They offer a wide array of investment* and insurance products. The company has a full staff of licensed registered representatives of New England Securities as well as a full service staff of insurance agents, specializing in life insurance and business and estate planning.

Formed in 1980 to offer clients a full range of financial services and products, Ackley Financial is dedicated to servicing and developing strategies to help benefit each client financially. An understanding of each client's goals and objectives enables Ackley associates to search out the best products.

In 1986, Ackley Financial Group became a marketing firm of New England Financial enabling the company to offer clients more products and services.

Today, Ackley Financial Group is one of the most respected firms of its kind. Many of the associates have earned some of the most advanced insurance professional designations including, Chartered Life Underwriter, Life Underwriter Training Council Fellow, Certified Financial Planner™, certificate from the Certified Financial Planning Board of Standards, and Chartered Financial Consultant. Each associate is trained to work with individuals and businesses.

The following are four basic areas of Personal Financial Strategies: Employee Benefits Planning, Wealth Building, Protection Planning and Estate Planning. Employee Benefits aid in protecting employees from catastrophic losses caused by poor health, disability and death. Wealth Building involves accumulating money for things like education for children, starting a business, building a vacation home or funding a comfortable retirement. Protection Planning involves two primary areas. First, we are concerned that our clients' liquid reserves are adequate to meet the smaller financial emergencies that arise. Secondly, we strive to protect our clients' income earning ability from the financial disaster that an untimely death or disability would cause. By coordinating goals in this area with available employee benefits, we may be able to implement a very cost-effective strategy for minimizing these risks to a family's financial well being. Estate Planning in it's most basic form is simply deciding in advance what one wants to happen to their assets and what should be provided for their family at death.

As a marketing firm, Ackley Financial Group targets four industries in the metroplex: Manufacturing, Construction, Healthcare and High Tech. Working as a team of specialists, Ackley Financial Associates are dedicated to providing clients with quality strategies to help them reach financial success based on relationships of trust and integrity. We believe Business Financial Strategies involves four areas: Employee Benefit Design and Administration; Executive Compensation Planning; Business Continuation Planning; and Estate Planning.

Employee Benefit Design and Administration includes designing a program, which attracts better-qualified employees yet control costs. Qualified Retirement Plans offer the employer the ability to select a plan, which is determined by his/her investment allocation and designed to the employer's needs. Executive Compensation planning is a way to provide additional "non-cash" compensation to selected key people for employee retention or to facilitate an exit strategy for the owner. We have the expertise to design and implement a plan to suit the needs of most situations. Business Continuation Planning is one of the

most pressing problems facing the owners of closely held businesses. Our specialists work with the client's other advisors (CPAs, attorneys) in determining the best plan in the event of a catastrophic occurrence.

Ackley Financial Group offers a variety of investment services and products through its broker-dealer New England Securities. These are designed to help you control and manage your financial assets. To meet clients' specific needs, we have a range of portfolio options and accounts.



GFWMA

NEXT MEETING

Tuesday
June 11, 2002
5:30 pm - 8:00 pm
at the
Fort Worth Petroleum Club

See training opportunities on page 4! Special pricing discounts for members!

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NEWS FROM

NAM National Association of Manufacturers

www.nam.org

Today's Small and Medium Manufacturers:

Powerful, Flexible and the Lifeblood of Their Communities

Small and medium manufacturers (SMMs) comprise one of the most vital sectors of our economy. Understanding the critical role SMMs play in our economy, and developing laws and policies to enhance the competitiveness of SMMs, enhances opportunities for economic growth.

Medium manufacturers are defined as those with 2,000 or fewer employees; small manufacturers have 500 or fewer. Such small employers, the Federal Reserve said in a recent report, "are an integral part of the economy. They account for about half of private-sector output, employ more than half of private-sector workers and provide about three-fourths of net new jobs each year." Consider that SMMs—

- comprise about 95 percent of all manufacturing firms and employ about half of all manufacturing employees;
- account for 37 percent of all manufacturing receipts—more than \$1 trillion a year;
- pay their workers 20 percent more than employees in other types of small business; and
- export increasingly more each year—the number of SMMs that export more than 10 percent of their sales tripled over the past decade.

For membership, events, or information on the other GFWMA opportunities please call 817-348-0706

GFWMA Chair's Corner

Neftali Ortiz, Jr.

Chairman



“Do one thing at a time and make sure that it is done well”. This quotation is from Dr. Eugene Griessman, author of Path to High Achievement. According to Dr. Griessman, in order to be successful you need to learn to keep your focus and complete tasks according to your priorities. In most organizations, those priorities must be in line with the organization’s goals or objectives. What is that one thing that GFWMA is doing and doing well? It is creating programs that are educational, valuable and, I hope somewhat, entertaining. GFWMA’s Program Committee has done a great job of making programs that manufacturers are interested in. In the last year, we have held programs on Activity Based Costing, Power Deregulation, Sales and Marketing Strategies, Lean Manufacturing and Quality issues.

GFWMA is now looking at how it can further help manufacturers in North Texas. What is our next focus going to be? Before we answer that question we need to look at where we have been. The one thing GFWMA had going for it was the very high interest level in the organization. This interest was and still is GFWMA’s foundation. In August of 2001, the Board of Directors decided to refocus the organization. They did this by creating a simple one-year strategic plan that was workable for an all-volunteer organization. The major point that came out of the strategic plan was GFWMA’s mission statement.

“The mission of GFWMA is to enhance the manufacturing business environment and contribute to the long-term success of manufacturing businesses in the Greater Fort Worth area.”

If you focus on only four word phrases in the mission statement you will see that our sole focus for this last year was to create programs of interest to manufacturers. Those four phrases are:

Environment: We wanted to establish a location where people with common interests and business issues could meet and communicate with one another.

Contribute: GFWMA wanted to make sure that every program had some form of educational value. From sales strategies to seeing how Lockheed Martin’s plant is laid out, we have created programs that provide value for the attendees.

Manufacturing Business: We want to see manufacturing businesses grow and flourish because they are the foundation of our economy. Mr. Alan Greenspan understands this; referring to any industry that does not own physical assets he stated: “Trust and reputation can vanish overnight. *A factory cannot.*”

Greater Fort Worth area: All of our programs, mixers, meetings and site tours have been within the Greater Fort Worth area.

Our focus for the last year has been on our programs and we must be doing a good job because attendance continues to increase. However, we need to start planning for GFWMA’s future and answer the question I posed at the beginning; “What is our next focus going to be?” It is going to be **“to bring more manufacturers together”**. GFWMA is already working towards that goal. Three weeks ago, the Board of Directors approved a name change and next month the membership will take it to a vote. We hope that these changes will enable the organization to move forward with our next focus of “bringing more manufacturers together”. In essence, the Board of Directors is going to turn that interest in GFWMA into increased manufacturers’ participation.

We hope that GFWMA’s collaboration with the Fort Worth Business Press proves successful for the local manufacturing community. It should bring you more information on a sector of the business economy that is sometimes over looked. If you have any questions about this organization please feel free to call me at 817-777-6952. I hope to see everyone at the June 11th Dinner at the Petroleum Club, Downtown Fort Worth. Our JIT panel promises to bring information everyone can use. Please RSVP by calling 817-348-0708.

Time For A Triple Bottom Line By Patricia Panchak

Sustainability management and reporting is fast becoming a top priority. With next month’s release of the latest corporate Sustainability Reporting Guidelines from the Global Reporting Initiative (GRI), corporate sustainability management and reporting, encompassing the “triple bottom line” of economic, environmental and social accountability, should move to the top of executives’ agendas. Though still voluntary, the guidelines take a giant step toward the Boston-based GRI’s goal of making sustainability reporting “as routine and credible as financial reporting in terms of comparability, rigor and verifiability” — and they’ve already captured a significant following. More than 110 multinational companies from around the world now report sustainability performance using the GRI Guidelines, including Baxter International Inc., Ford Motor Co., and Nike Inc. Further, nearly 100 companies have taken an active role in drafting and testing the guidelines. But that’s only the latest indication that sustainable management and reporting is fast becoming a top priority of corporate management. To wit: Increasing company adoption: More than 200 companies have signed the United Nations Global Compact, an initiative that promotes corporate responsibility by advancing universal values in business operations around the world. The Compact requires signatories to voluntarily adopt and apply nine principles in the fields of human rights, labor standards and the environment.

CorporateRegister.com, a site that tracks social reporting, notes that 531 companies published sustainability reports in 2001, up from 256 in 1996 and seven in 1991. Increasing shareholder demand: More than one-third (261) of the 2002 proposed shareholder resolutions address corporate responsibility, reports the Investor Responsibility Research Center, Washington, D.C. Topping the list, with 45 proposals, are those that seek to persuade companies to improve, monitor or report on their global labor practices. The fastest growing concern is global warming, with a total of 18 resolutions, up from seven last year. Increasing investor interest: The Washington, D.C.-based Social Investment Forum reports that assets in socially and environmentally screened investment portfolios under professional management increased by 36% from 1999 to 2001, topping the \$2 trillion mark for the first time. The growth rate, it adds, is more than 1.5 times the 22% rise reported for all professionally managed assets in the U.S. during the same two-year period. In sum, it’s no longer just the bleeding heart liberals and tree huggers who are demanding that corporations manage and account for their social and environmental impact. Executives of some of the most respected companies in the world have embraced the trend. It’s time you did too. *Patricia Panchak is IW’s Editor-In-Chief. She is based in Cleveland. IndustryWeek Perspectives For 5-16-02*



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Neftali Ortiz

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817-777-6952

Richard Crow

Treasurer

817-590-4553

Deborah Wallace

Secretary

817-272-5922

Linda Lummus

Vice Chair

Marketing

817-469-6601

Vacant

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817-300-0728

William Chavez

Vice Chair-Programs

972-453-3309

Jerry Peck

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Marge Woodard

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Margaret Taylor

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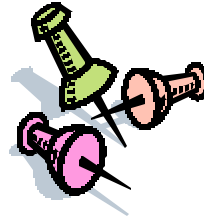
Board Member

817-817-332-3890

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THE BULLETIN BOARD



June 3-5 Positioning for Change Supply Chain Conference

- ✓ Address security issues in the global supply chain.
- ✓ Anticipate and react to emerging market forces.
- ✓ Manage relationships to ensure continuity in uncertain times.
- ✓ Build flexibility and resilience in the supply chain.

Presented by TCU and the University of Tennessee. For details visit www.svcc.tcu.edu/Conference2002.

GFWMA members receive \$200 discount.

June 6 Reduce Your Environmental Risk Workshop

The Texas Manufacturing Assistance Center and speakers from Small Business Development Council and TNRCC. The workshop has been developed for business, industry, and local governments. Call 817-272-5922 for agenda information and to register. Only \$50 if you register by June 5 - 10% discount for members. Stay abreast of recent developments and reduce your environmental liability. Call Lisa Baldwin at 817-272-5909 or visit www.tmacmetroplex.org.

June 12 Performance Improvement Forum

The Bill Priest Institute for Economic Development and The Texas Manufacturing Assistance Center present the nuts & bolts of accessing performance improvement workforce development training. This Forum will include information on how to access State Training Grants which may pay for part of your training activities. Visit www.tmacmetroplex.org to access flyer or call 817-272-5922. An excellent information gathering opportunity for your company's training strategies.

June 24 Six Sigma Green Belt & Black Belt Training

Four one-week modules each month through September taught by International Quality Training using Air Academy materials. Green Belt is covered in the first 2 modules and Black Belt consists of all four. This Quality training is very competitively priced at \$4500 for GB and \$8000 for BB. Member companies may qualify for additional discounts. Classes held at UTA/Fort Worth. Call 817-272-5909. CEUs available.

June 26 Southwest Supply Chain Diversity Symposium

The ability to quickly identify, qualify, evaluate, and select suppliers through strategic sourcing will be key in the evolving digitized manufacturing supply chain. Topics covered include: Quality Systems; Lean Manufacturing Practices; Process Improvements; Digitized Information Technology Systems and Business Management. Please call Lisa Baldwin at 817-272-5909 for more information. \$35 registration fee - time 8:30 - 4:00

SAVE THE DATE - Coming in July . . . July 19th MARTIN FROST PROCUREMENT CONFERENCE,
July 30th GFWMA Mixer at Coors -



NEXT MEETING

June 11
2002
5:30 - 8:00
Petroleum
Club
Fort Worth
777 Main
Street
76102



6th Annual National Association of Purchasing Management Fort Worth Golf Tournament

July 15, 2002 at Walnut Creek Country Club

Registration begins at 10:30, Lunch at 11:00 and 4-Person Florida Scramble at 12:30

Dinner, prizes and auction at 5:30

Individual Player \$175 includes 2 dinner tickets and goodie bag

Green Sponsor \$550 includes 2 players, 4 dinner tickets and 2 goodie bags, 2 custom drivers and on-site promotional materials

Tee Sponsor \$975 includes 4 players, 8 dinner tickets and 4 goodie bags, 4 custom drivers and on-site promotional materials

Great prizes and opportunity to market, network and have fun! Please contact Roy Anderson at 817-551-8718 or visit www.napmdistii.org/ftworth/golf.htm

Proceeds benefit the Dr. Kenneth E. Cox Memorial Scholarship at TCU, TCC & UTA

Member Job Posting - Materials Manager

Small, private, growing Fort Worth, Texas aerospace manufacturer and GFWMA member seeks a professional leader with demonstrated skills in ERP systems implementation and use: MRP, production planning & scheduling, capacity utilization, supplier relationships, outsourcing, shipping/receiving, warehousing and inventory accountability. Should be familiar with an electrical/mechanical custom-designed, build-to-order, job shop business. Experienced in a continuous improvement, fast cycle time, Lean Manufacturing environment. Competencies and characteristics desired include: continuous learning, knowledge sharing, team-based problem solving, budgeting and planning. Related degree required. APICS education preferred. Competitive compensation package.

Please send resume to:

Julie Bradshaw, Human Resources
Airco Industries, Inc., dba Photo-Etch
1400 Henderson Street
Fort Worth, Texas 76102
Ph: 817-332-3890 ext.218
Fax: 817-877-4148
juliebradshaw@photo-etch.com



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