



**UNLEASHING THE HIDDEN POWERS OF LEAN THROUGH VISUALIZATION**

Mike Juras  
Director of GM Mid-Size Car Division (Retired)  
CEO Vertare LLC

**MARCH 2008 BULLETIN**

All SME Chapter 69 meetings, unless otherwise announced, are held on the 2nd Wednesday of every month in the Advanced Technology Center on the OCC Auburn Hills Campus. **This month's meeting (Mar 12, 2008) is an exception and will be held in the F Building's room 220 on the OCC Auburn Hills Campus.** The technical presentation starts at 6:00p.m. and dinner is served at 7:00 p.m. Members and guests are welcome. There is no charge.

A map of the campus can be found at:  
<http://www.oaklandcc.edu/Maps/AHCampus>

**Chapter 069 Officers**

<i>Chair</i>	Robert Petrach, Jr	<a href="mailto:robert.v.petrach@delphi.com">robert.v.petrach@delphi.com</a>
<i>Chair Elect</i>	Jack Wagner	<a href="mailto:jwagner@outdrs.net">jwagner@outdrs.net</a>
<i>Secretary</i>	Alan Wolfe	<a href="mailto:awolfe@wolfedesignservice.com">awolfe@wolfedesignservice.com</a>
<i>Treasurer</i>	Gary Shepperd	<a href="mailto:GCShep@wowway.com">GCShep@wowway.com</a>
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<i>Communications</i>	Doug Ruffley	<a href="mailto:druffley@destaco.com">druffley@destaco.com</a>
<i>Programs</i>	Dr. John Agapiou	<a href="mailto:john.agapiou@gm.com">john.agapiou@gm.com</a>
<i>Membership</i>	Shelly Shattuck	<a href="mailto:sshattuck@industrialautomationllc.com">sshattuck@industrialautomationllc.com</a>
<i>Chapter Awards</i>	Dr. Viktor Astakhov	<a href="mailto:astvik@hotmail.com">astvik@hotmail.com</a>
<i>International Awards</i>	Bijay Nayak, Ph.D.	<a href="mailto:bnayak@msn.com">bnayak@msn.com</a>
<i>Bulletin</i>	Paul Drallos, Ph.D.	<a href="mailto:pdrallos@tir.com">pdrallos@tir.com</a>

**Chapter 069 Open Positions for 2008**

SME Chapter 069 has three open chair positions which we are looking to fill. Contact any of the Chapter officers if you are interested in helping out. The positions are:

**Student Relations Chair**                      **Best Practice Chair**  
**Tech Community Network Coord. Chair**

Check out the SME Chapter 069 webpage at: <http://chapters.sme.org/069/homepage.htm>

Mike Juras has spent more than 40 years in the automotive industry rising to Chief Engineer and Director of Engineering at GM's Mid-Size Car Division where he pioneered the implementation of lean manufacturing principles to the product development process. Later, as Executive Vice President of a major Tier I parts supplier, he expanded this thinking to the total business operating model. Mike also formed Vertare LLC, a performance improvement company and, together with Campfire Interactive, developed **Enterprise Product Realization™** (EPR), a unique process performance system that visually organizes the product development process from idea to manufacture.

Until now, lean principles have been successfully applied to order fulfillment processes because of the inherent visibility of parts and product flowing through the system; but applying these principles to the order procurement process has been unsuccessful. A major reason for this is the inability to visualize the complex, innovation-based system that encompasses order procurement.

EPR changes all that.

In this first of two-part presentation, Mike will demonstrate the clear need to move beyond present "Economies of Replication" based solely on lean production methods to "Economies of Innovation" based on agile production techniques that incorporate lean principles as their foundation. According to Mike, when fully implemented, EPR will be more powerful than the Toyota Production System (TPS) by unleashing the full potential of lean manufacturing principles combined with agile production methods across a global business model that can only be achieved through a lean product realization process.

This first seminar will focus on EPR's common enterprise product realization framework that:

- Guides the creation of **value** as defined by the ultimate customer
- Provides simple, understandable pictures of the emerging **value stream**
- Creates a visual of **content flow** versus activities
- Promotes conversion to a **pull** system using norms of content, context, and constraints
- Enables a reliable, consistent pursuit of **perfection** throughout the entire enterprise

By incorporating new Learnings, Methodologies and Technologies based on lean principles, systems like EPR can overcome the long-standing inability to apply lean to order procurement.

**Chapter 069 Welcomes One New Members!**

SME Chapter 069 is pleased to welcome one new members this month.

**Chengyin Yuan** - Senior Researcher, General Motors

## Sale and Lease-Back of SME Headquarters Land and Buildings

Neil Duffie, SME President

In September 2007, the SME Board of Directors informed member leaders that the Board had voted to approve the sale of the SME Headquarters land and buildings in Dearborn, Michigan to Henry Ford Community College. In this memo (which you can read at the "What's New for SME Leaders" page on the Web site,) the Board described how the Executive Committee and Building Committee had been reviewing the issue of the SME Headquarters facility for some time, to consider options for its use, such as potentially selling the building, taking on tenants, leasing back space, or even relocating. The Headquarters buildings were at approximately 50 percent utilization, and costly to maintain.

While the Society had not been actively pursuing the sale of the building, HFCC had exceeded capacity at its main campus immediately next door, thanks to rapidly growing educational programs and enrollment in support of a changing state economy. HFCC approached SME with an offer to purchase the land and buildings; the SME Board of Directors voted to approve this sale, and noted to members that a very key component of this negotiation would involve the lease-back of office space by SME for several years, such that our Headquarters would be based out of the same location for a period of at least 6-10 years.

On behalf of the Board, I am writing to inform you that on February 8, 2008, SME indeed closed on this sale with HFCC, and we are now officially tenants. The Headquarters staff team, under the leadership of Executive Director Mark Tomlinson, is consolidating the Society's business operations into the West and South buildings, where we will continue to serve members and constituents in a leaner, more cost-effective setting. In the coming months, HFCC will begin occupying the East building for student programs and services.

HFCC and SME are both excited about the opportunities to support each other, and are jointly issuing a news release to Detroit-area news and business media. When this release is finalized, we will post it on the SME online newsroom, too.

If you have questions or comments about the sale and lease-back of the SME Headquarters facility, please feel free to send a note to [leadership@sme.org](mailto:leadership@sme.org). Thank you.

### Job Postings

#### Manufacturing Engineers (2)

DynaBil Industries ([www.dynabil.com](http://www.dynabil.com)) is a leading supplier of quality sheetmetal components and assemblies to the Aerospace industry located ~30min south of Albany, NY. They are conducting a search for 2 Manufacturing Engineers: one requires demonstrated continuous improvement experience with "lean sigma" type processes; a strong "generalist" and the other position is more specific to an understanding of chemical processing, plating and painting experience as DynaBil develops these processes into a core competency. Job/machine shop and aerospace experience are both ideal, but not hard requirements.

Contact: Jeff Dollar, Senior Practice Manager, Capstone Inc.  
518-783-9300 x106 / [jeffd@capstone-inc.com](mailto:jeffd@capstone-inc.com)

#### Continuous Improvement Eng., Lean Mfg. Leader

Witt Mares is offering a unique opportunity for an experienced professional to lead the implementation of lean manufacturing principles within firm. Located in a beautiful mountainous region of western NJ, this successful manufacturing facility seeks a Continuous Improvement Manager to develop, lead and drive lean manufacturing processes throughout the plant. You will work closely with an experienced operations vice president, an outstanding mentor, who has been successful at implementing lean at other manufacturing companies. The qualified candidate will have 5 - 10 years experience with strong leadership skills and the ability to train others in lean processes. Hands-on style, great communication skills and a proven ability to affect change while solving issues are also of value. Other qualifications include a bachelor s degree in engineering or closely related field. The position offers a competitive compensation package (base + bonus) and an excellent opportunity to employ strong lean skills to positively impact and transform manufacturing processes.

Contact: Nicole Laroche (757) 223-7406  
[nlaroche@wittmares.com](mailto:nlaroche@wittmares.com)

### - April Preview - Coming up next month

Our April 9, Chapter 069 Tech Presentation continues with Part II of the two-part seminar

#### UNLEASHING THE HIDDEN POWERS OF LEAN THROUGH VISUALIZATION Part II

Mike Juras, Director of GM Mid-Size Car Division (Retired)  
CEO Vertare LLC

Mike Juras will continue his presentation about Enterprise Product Realization™ during our next month's Technical Presentation. Details for Part I of this presentation series are described on page one of this bulletin (March 13, 2008 Technical Presentation.) If you enjoy this month's seminar, then you won't want to miss next month's exciting conclusion of this interesting and timely series.

### Also in April - Sponsored by SME Chapter One

#### The HASC Lean Journey

April 22, 2008 - 6:00-8:30 PM

Presented by Ed Brooks

Huron Automatic Screw Products

Can't get enough lean? In this seminar, Ed will talk about Huron Automatic Screw Products' trials and tribulations in their journey to implement Lean. This seminar promises to be a solid, real-world case study of lean implementation.

Doors open and Refreshments at 5:30.

A link to Chapter One's Calendar of Events can be found here:  
<http://smechapter1.org/552.html>