Meet AME Southwestern Region Board Member, Mark de Kiewiet, of de Kiewiet Associates

Mark de Kiewiet has been involved with continuous improvement since the early 1990s, designing corporate lean program rollouts, writing training material and certifying participants. He has worked both as an internal and external sensei in companies on four continents. de Kiewiet is professionally certified in two counties and is the managing director of de Kiewiet Associates. He is currently working to establish an AME Consortium in the Austin to San Antonio corridor.

DON’T MISS THESE EVENTS

AME DEFINITION OF EXCELLENCE WORKSHOP
FEBRUARY 24-25 • SALT LAKE CITY, UTAH
More info and to register: https://www.ame.org/event/ame-definition-excellence-workshop

A LEAN TRANSFORMATION THAT NEVER STOPS IMPROVING: THE O.C. TANNER WAY
FEBRUARY 26-27 • SALT LAKE CITY, UTAH
More info and to register: https://www.ame.org/event/lean-transformation-never-stops-improving-oc-tanner-way-4

SOUTH CENTRAL TEXAS MANUFACTURING TRADESHOW & CONFERENCE
MAY 6, 2020 • SAN ANTONIO, TEXAS
More info at http://www.sama-tx.org/events/trade-show/

AME INTERNATIONAL CONFERENCE
OCTOBER 26-30, 2020 • TORONTO, ONTARIO
More info at https://www.ame.org/ame-toronto-2020
AME DEFINITION OF EXCELLENCE WORKSHOP
February 24-25 | Salt Lake City, Utah

The Day 1 segment introduces the AME Definition of Excellence and delves into the assessment framework and key documents and tools that support the assessment process. In the afternoon participants will discuss and score segments of a case study that is a sample AME Award application. Attendees will gain valuable information about what “excellence” looks like based on the AME Excellence framework. They will also come away with a clear picture of how the free Lean Sensei self-assessment instrument can be leveraged to perform self-assessments.

The Day 2 segment is focused ‘go and see’ activities, with participants visiting assigned areas within O.C. Tanner to apply what was learned in Day 1. Attendees will go to the gemba, to practice their assessing skills. After each gemba visit time will be spent discussing and developing consensus scores and capturing key observed strengths and opportunities. Upon completion of this workshop, attendees will also be able to understand how to apply for the AME Excellence Award and develop a site-visit worthy achievement report; utilize the AME Excellence Award criteria to elevate improvement practices in an organization; use the criteria and/or the Lean Sensei® self-assessment instrument; understand how achievement reports are evaluated and scored under the AME model; and be more confident in their assessment capabilities.

*Attendance at this workshop does not ensure participants will become an award assessor. The AME Excellence Award committee reserves the right to evaluate the background and capabilities of all potential assessors before making a decision to add them to the assessor pool.

ABOUT THE AME EXCELLENCE AWARD
The AME Excellence Award primarily recognizes North American manufacturing plants that have demonstrated excellence in manufacturing and business. The award acknowledges continuous improvement, best practices, creativity and innovation. Learn more about the award and how to apply here.

WHO SHOULD ATTEND?
• Assessors or potential assessors are expected to attend both days to become certified as an AME Excellence Award assessor.
• Applicants or potential award applicants are strongly encouraged to attend the first day and can attend the second day if interested.

WHY ATTEND?
• Understand the AME Excellence Award criteria and annual award process
• Learn how to use the criteria as a self-assessment tool
• Review applicant documents and how they are best completed and used
• Learn how Achievement Reports are evaluated
• Understand what an applicant site visit entails
• Gain hands-on experience reviewing and scoring a sample Achievement Report
• Take away valuable information that will improve your written Achievement Report if you intend to apply
• Become more confident if you are or plan to become an assessor

REGISTER HERE: https://www.ame.org/event/ame-definition-excellence-workshop
A LEAN TRANSFORMATION THAT NEVER STOPS IMPROVING: 
THE O.C. TANNER WAY
February 26-27 | Salt Lake City, Utah

This two-day workshop and tour will explore O.C. Tanner's lean journey, policy deployment, order fulfillment systems, right-sized equipment, problem-solving, TWI, visual management, logistics and employee engagement. Attendees will see the results of one-piece flow made possible by a true north culture focused on respect for people and continuous improvement.

O.C. Tanner Recognition Company was founded in 1927 by Obert C. Tanner, a professor of philosophy, who saw the value of recognizing people with tangible, lasting memories in the form of emblematic rings, jewelry and awards. More than eighty years later, the core business is still employee recognition. In today’s world, the need for employee recognition is even more compelling as companies and organizations seek to define the most effective solutions to attract, engage, motivate and retain employees. O.C. Tanner also teaches organizations how to use recognition as an accelerator to achieve business results. In pursuit of this mission, O.C. Tanner has created a lean enterprise grounded in one-piece flow, with concurrent improvements in quality, cost and delivery.

Watch a video about O.C. Tanner

HOST COMPANY
O.C. Tanner has a culture that respects people and goes out of its way to recognize and celebrate team members’ contributions to the organization. Its leaders embrace their responsibility to regularly coach, develop and encourage team members. O.C. Tanner helps organizations create great work environments by inspiring and appreciating great work. Thousands of clients globally use the company’s cloud-based technology, tools, awards and education services to engage talent, increase performance, drive goals and create experiences that fuel the human spirit. The company was the official supplier of the 2002 Olympic Games medals and has received numerous awards, including the AME 2016 Excellence Award, the Shingo Prize, Ernst & Young Master Entrepreneur of the Year award and Incentive Magazine’s Platinum Partner award.

This workshop will be presented by the executive team of O.C. Tanner, including operations, lean enterprise development, supply chain, production teams and others. It is focused on our ability to cost effectively produce one item at a time to customer order entry. As noted in the agenda, all of the processes necessary to achieve this objective will be addressed. Attendees will feel and get a sense of our continuous improvement culture and systems that support it. Learn more at www.octanner.com.

WHO SHOULD ATTEND?
• Operations executives
• Lean executives
• Order fulfillment executives
• Supply chain executives
• Engineering managers
• Quality system managers
• Employee development managers
• Logistics managers
• Benchmarking personnel

REGISTER HERE: https://www.ame.org/event/lean-transformation-never-stops-improving-oc-tanner-way-4
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#AMETORONTO
All businesses or organizations are impacted by on-going change such as the constant evolution of markets or organizational priorities, the impact of the digital economy and shifting customer or client preferences, needs, demographics, culture and diversity.

So your challenge for lean is to provide effective project change systems and processes that are realistic in these existing and emerging circumstances.

Lean typically focuses on the measures and processes needed to directly address business and customer requirements such as:

✓ Process and product quality
✓ Process/product life cycle
✓ Costs of poor quality and/or of the poor life cycle.

The emerging lean approach may narrow the scope of the project to focus on:

✓ Obtaining the highest return on investment
✓ Feasibility of each process change in relation to producing the required outcomes within the constraints of time, budget and resources.

Lean now is adapting to the world in which:

✓ Life cycles of products and processes are often shorter than the expected process change project duration. Things can move too quickly for the traditional approach.
✓ It maybe difficult to find a time period long enough for analysis of the process’s current performance, when the process is stable. Shorter time frames need a rethink of the project process.
✓ Added complexity for your project occurs because rapid changes are also occurring in suppliers’ and customers’ organizations, and are almost inevitable during the project life cycle. Long project stages limit the outcomes and may not be viable. Shorter stages within the overall project framework area is a means of addressing this.

It all means that lean must provide the responsive systems and processes for your project so your business can adapt to the moving targets and changing process environments and constraints that apply. This is the emerging challenge and the exciting opportunity.

Most applications of lean thinking begin with an assumption that there is a theoretical “perfect state” for each organizational process and that the current state deviates from the perfect state due to inefficiencies and waste.

Lean practitioners need a different focus. Instead of focusing on what is not working and inefficient, it teaches how to identify what is already working efficiently and generates value in existing processes and systems. They also provide motivation for everyone to face the challenges and opportunities ahead.

Razor-thin margins, pressures to cut costs, increased competition from existing vendors as well as new players in the market have made it tough to remain in the manufacturing sector today, especially when it comes to gaining a true competitive edge.

Continued on next page
For these reasons, it is important for manufacturers to increase productivity, control costs, optimize labor resources, and align them with the most important project or goal. Conceptually, all of this sounds good, but for many manufacturers, the question remains: How?

Lean labor can help manufacturers improve the way they align employees with production demand. For example, scheduling applications — a critical component to a larger workforce management solution — helps shift supervisors create each shift with the right mix of employees and skills. Not only does this increase total production and help achieve revenue targets, but it also helps decrease overtime costs for any replacement workers who may have to be called in to fill a gap.

While it is true that it is extremely tough to compete in the manufacturing industry today, lean labor can help. With lean labor, manufacturers can acquire a proven way to gain new efficiencies, reduce and control costs, and increase overall productivity. In turn, this allows them to focus on revenue-generating activities, strengthen the bottom line, and increase their overall competitive advantage.

This brings us to the new 5S+. Although many organizations think they have matured into a robust lean model they have merely just scratched the surface. To ensure that a process has been optimized you need physical evidence that the process has been simplified at least five times and then you can seek to automate.

It’s no coincidence that 3-D printing is gaining fame as lean manufacturing is on the rise. Lean manufacturing and 3-D printing go together naturally. While 3-D printing isn’t a new technology, it is getting more attention lately because of the potential cost implications for everyone involved. The leaner you are, the more you can save and create. The catalyst is 3-D printing. Below are a few reasons why 3D printing and lean manufacturing go hand in hand:

- Easier prototyping
- Easily customized products
- More creativity and efficiency
- More consistency
- Shorter lead times
- Local manufacturing

Customers and businesses are becoming aware of the efficiencies that 3-D printing is making possible. This fuels customer’s excitement regarding customized products, resulting in potential cost savings associated with it, for both the manufacturer and the customer. With this excitement comes innovation, and with innovation comes new ways to be lean in manufacturing. Therefore, one way to jumpstart lean manufacturing is with 3-D printing. It will also likely lead to newer, leaner processes.

Richard Kunst, President and CEO. KUNST Solutions Group
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JOIN AME CONSORTIA

Are you seeking ways to accelerate your improvement journey, deliver better value to your customers, and engage your workforce? Join an AME Consortium today and become part of a collaborative learning network of local companies that are committed to performance excellence and collaborative learning. Consortium membership is open to companies from any industry (manufacturing, healthcare, financial services, software, distribution, information technology, and more) in the consortium area with a desire to share and learn to become part of this practitioner-to-practitioner network. Leverage collective resources and knowledge and improve your approach to improvement!

Is your company located in the Salt Lake Area and committed to continuous improvement? Are you seeking ways to accelerate your improvement journey, deliver better value to your customers, and engage your workforce? Join the new AME Salt Lake Area Consortium today and become part of a collaborative learning network of local companies who are committed to performance excellence and collaborative learning. Consortium membership is open to companies from any industry (manufacturing, healthcare, financial services, software, distribution, information technology, and more) in the Salt Lake Area with a desire to share and learn to become part of this practitioner-to-practitioner network. Leverage collective resources and knowledge and improve your approach to improvement!

Interested in joining? Get an introduction to the AME Salt Lake Area Consortium and learn more about the benefits, offerings and more. Contact Ryan Mecham, AME Salt Lake Area Consortium facilitator, at rmecham@ame.org or 801-557-9105.
JOINT MEETING OF AME, ASQ, and APICS

A joint meeting with AME, ASQ & APICS was held at Toyota Motor Manufacturing of Texas. The three professional organizations are planning more joint lean events in 2020.

John Alteneder of Toyota Motor Manufacturing, Texas Inc., discussed karakuri

Karakuri is a Japanese word meaning: "a method of improving work processes for team members while using little or no energy."

John R. Alteneder is the manager of assembly kaizen and karakuri at Toyota Motor Manufacturing, Texas Inc., located in San Antonio, Texas, where Tundra and Tacoma vehicles are produced.

In 2004, he relocated to Toyota Motor Manufacturing, Texas (TMMTX) as a production control specialist. In 2007, he was moved to the assembly shop responsible for the kaizen team — a group of innovative team members who improve their processes and teach the Toyota Production System to employees. He also led many problem-solving activities during that time.

In 2013, Alteneder helped introduce karakuri to TMMTX. He has expanded the implementation of karakuri throughout the assembly shop and now his group is teaching and spreading it throughout the rest of the plant.
SAVE THE DATE: MAY 6, 2020

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AME Target Online
Target Online is AME’s weekly source of industry news. Delivered each Friday via email, it is the premiere source for original content and industry news focused on manufacturing, lean and continuous improvement.

AME’s Manufacturing Job Board
AME’s Manufacturing Job Board showcases job openings in manufacturing and highlights talented candidates who are exclusively interested in manufacturing / technology. The AME Manufacturing Job Board has benefits for job seekers and employers alike.

Your Lean Journey Starts Here
If you are currently pursuing or considering Lean Bronze Certification, attendance at a one hour AME regional event tour and presentation counts towards the AME/Shingo Institute/SME Lean Bronze Certification. That’s right, one hour credit per tour and presentation. It’s also one hour credit for each AME classroom event or webinar.