

## Lean Thinking & Value Stream Mapping Workshop

A powerful combination to improve your company's performance

### OVERVIEW

Introduction to Lean provides participants with the basic Lean concepts and principles. These concepts and principles will be described and put in context to explain how they can be applied within the Manufacturing environment.

### MORNING

In the first half of the day, common Lean improvement tools and techniques will be identified and the class will discuss how best to apply these techniques from a Lean system perspective. The common mistake organizations make by focusing on "point" improvements versus "system" improvement will be studied. "Point" improvements create "exciting chaos" while "system" improvement creates dramatic sustainable bottom line benefits.

### AFTERNOON

The second half of the day is designed to provide participants an introduction to Value Stream Mapping.

Enterprise Value Stream Mapping is a critical Lean technique that provides an end-to-end systems perspective for analysis and coordinated improvement. Value Stream Mapping creates an overall roadmap and shared vision, plus an actionable plan.

A value stream is the set of all activities, from order to delivery, used to provide a product or service to clients. Understanding and improving processes as integrated end-to-end systems is fundamental to real and sustainable improvement.

### TARGET AUDIENCE

These interactive sessions are specifically designed for personnel at all levels of an organization, particularly those that are involved in process management, continuous improvement or process redesign in manufacturing who would like to enhance their working knowledge of Lean and Value Stream Mapping. The workshop will also act as a springboard and prerequisite for an upcoming series of Lean workshops that will continually take the participants' knowledge and ability to the next level of capability and confidence.

### WORKSHOP OBJECTIVES:

Discover how Lean Thinking and Value Stream Mapping can get you started on your Lean Journey to:

- Streamline processes
- Reduce costs
- Improve quality
- Improve profitability
- Prepare for growth

<b>DATE:</b>	February 19, 2015
<b>TIME:</b>	8:00 am to 4:30 pm 7:30 am sign-in, continental breakfast, lunch provided
<b>LOCATION:</b>	Owego Treadway, Owego, NY
<b>COST:</b>	\$250 (\$200 for AM&T Associates) <b>Bring a friend at half price</b>
<b>REGISTRATION:</b>	amt-mep.org/index.php?cID=159 or contact Kathy Peacock at 607-774-0022 x308

**Don't Miss this Workshop - Registration deadline is February 12, 2015**

**Meet your Instructor:** Carol Miller has over 25 years experience in the manufacturing and service sectors. She has a broad-based background in Continuous Improvement, Operations and Project Management, and Technology Integration. Carol has worked in a variety of operations and management functions at several manufacturing companies. She joined AM&T in 2004 and provides consulting services in the design and implementation of manufacturing best practices. Carol has a B.S. in Industrial Engineering from SUNY at Buffalo, and an M.S. in Management of Technology from Polytechnic University. She is a member of the Society of Manufacturing Engineers (SME) and the Association for Manufacturing Excellence (AME), and is a board member on AME's NE Regional Board. Carol is a NIST certified Lean trainer and a certified Lean Six Sigma Black Belt. Carol leads AM&T's Lean effort.



Alliance for Manufacturing & Technology

## HOW WE HELP

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- Project Management
- ISO/AS Quality Systems
- Sales and Marketing
- New Opportunity Identification and Growth — Markets, Products, Services, Customers

AM&T is a not-for-profit economic development organization that receives significant financial support from the New York State Foundation for Science, Technology and Innovation (NYSTAR), and the National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership (MEP). AM&T is a NYSTAR® designated Regional Technology Development Center for the Southern Tier and is one of nearly 50 MEPs located across the country. AM&T works directly with regional companies to increase their competitiveness and profitability.

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MEP • MANUFACTURING EXTENSION PARTNERSHIP



Empire State Development  
Division of Science, Technology & Innovation

## NYSERDA Economic Development Growth Extension (EDGE) Program

NYSERDA offers a wide range of programs to help businesses across NYS become more energy efficient and use more renewable energy. These programs give New Yorkers access to funding, technical expertise, and information about proven clean-energy technologies and processes that reduce energy waste, save money, and protect the environment.

**What EDGE Offers:** The EDGE Program offers local, regionally-based access to the New York State Energy Research and Development Authority's (NYSERDA) energy efficiency, renewable energy and research and development programs. EDGE Regional Outreach Contractors provide information and guidance to industrial, commercial, institutional, municipal and residential customers.

**EDGE Regional Outreach Contractors Can Help You By:**

- Matching energy project needs with the available NYSERDA funding opportunities and other economic development resources and assisting with the application process.
- Creating partnerships to encourage the development and implementation of local energy projects that spur investment and job growth.
- Supporting the efforts of the Regional Economic Development Councils;

providing information and assistance to identified priority projects.

- Helping organizations and businesses build opportunities and create jobs by providing access to NYSERDA programs that encourage sustainability and resiliency.
- Educating business owners, community leaders, homeowners and the public on the benefits of energy efficiency and renewable technologies.
- Providing assistance to energy-related businesses and entrepreneurs through initiatives that increase awareness of local and NYSERDA business assistance services available to early-stage, clean-energy businesses.

For more information visit [www.nyserda.ny.gov](http://www.nyserda.ny.gov)

or contact the Southern Tier's EDGE Regional Outreach Contractors:

For Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins Counties:

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**Call Jim Cunningham at 607-725-1225 for help with NYSERDA EDGE**

## Made in the Southern Tier Increase Your Exposure – add your company to this FREE directory of manufacturers



Last month, AM&T launched Made in the Southern Tier – an online directory that showcases our region’s companies and the vast array of products that are manufactured here.

Inclusion in the directory is free to all Southern Tier manufacturers. Benefits include:

- Enhanced exposure to top-level search engines such as Google
- Greater likelihood that world-wide customers can find you
- Ease of finding regional suppliers and partners for your production needs
- One source for regional companies to find manufacturing suppliers

In addition to descriptive text and contact information, the company profiles include logos, product images, videos, and more – a comprehensive yet compact showcase.

More at [www.amt-mep.org](http://www.amt-mep.org). Click on “About the Directory” or “View Manufacturers”.

To qualify for inclusion in the directory, a company must be a manufacturer, with a NAICS code between 311, Food Manufacturing and 339, Miscellaneous Manufacturing. Also, the company must be located in one of the following New York counties: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins. When a new company profile is submitted, it will be reviewed and confirmed by AM&T staff before it appears in the directory.

If you represent a Southern Tier manufacturer and would like to include your company in the directory at no cost, please complete the information form at:

[www.blog.amt-mep.org/?p=525](http://www.blog.amt-mep.org/?p=525)

## How to Write a Good Press Release

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Here are five tips to help you write the ultimate B2B press release:

- 1. Develop and tell a coherent, compelling story.** What makes your company tick? How do you delight your customers? What sets you apart from the pack?
- 2. Don't just tout your product or service.** Develop key messages that answer the question: Why should anyone care?
- 3. Use plain English.** Avoid obscuring your message by using industry jargon and talking "inside baseball."
- 4. Get your reader to engage.** Use compelling elements such as data, visuals, and infographics to illustrate your points. And include a call-to-action that drives people to a landing page.
- 5. Hook yourself to a star.** Tie what you're doing to something happening in the news—especially if it's in your sector or a targeted vertical market. Shine brighter in the reflected light of someone in the news.

## ATTENTION MANUFACTURERS

### CONGRESS OKs RENEWED FUNDING FOR COMPANIES HURT BY IMPORTS



Background information:

- **Trade Adjustment Assistance for Firms:** The NYS TAAC is one of eleven regional centers throughout the nation providing assistance under the Trade Adjustment Assistance for Firms program sponsored by the U.S. Department of Commerce. The NYS Trade Assistance Adjustment Center provides assistance to New York State based manufacturing firms who are competing against imported products and or services.
- **Types of Assistance projects:** Management, Marketing, Finance, Information Technology, Lean Manufacturing, Engineering, and Quality Management Systems Compliance Registration.
- **Funding Options:**
  - \$150,000 at 50% firm and 50% government or
  - \$30,000 at 25% firm and 75% government.
- **Funding Approval Process:** eligibility certification, development of an action plan or adjustment proposal, and project implementation.
- **Certification criteria:** recent declines in sales and employment due in part to import competition.

All interaction and information is completely confidential.

## DON'T MISS THIS OPPORTUNITY

Call Jim Cunningham  
at 607-725-1225  
for help with TAAC

# 7 Must-Dos Early This Year

By: Miles Jennings

Now that the New Year has arrived, it's time to make some smart moves to set up your company for an even better year.

Here's a seven-point checklist for entrepreneurs:

## 1. Set the stage for growth.

Can your company accommodate the growth forecast for next year? Review your projections for this year and be sure to plan appropriately in each area of the budget.

Do you have the sales staff to meet the revenue goals? Have you adequate office space to accommodate the hires? How will an increased number of clients strain customer service? Will an increased amount of traffic affect Internet costs?

## 2. Get the books in order.

If you haven't been doing your books monthly and paying taxes or setting aside money, you're on the naughty list. Perhaps you haven't spent enough time reviewing the numbers and the company's performance.

Be sure to examine the financial reports carefully and compare the changes from years past. Note if any results are off and make a plan to push the numbers in the right direction next year.

## 3. Gather with staff.

You might be thinking about your business all the time, but it's easy to not communicate your thoughts with staff. You might have changed the company's direction or added ser-

vices without bringing everyone to the table.

This is a great time to reflect on the company's performance, talk about challenges and accomplishments and plan for the year ahead. Have a meeting to discuss past performance and challenges ahead.

## 4. Seek out savings.

Big expenses that hold the promise of significant growth dominate your thoughts. Look at any big-ticket items for next year and figure out if you can pay them off for a guaranteed savings.

Monthly software services, for example, often grant 20 percent off to those who pay a year in advance. Likewise a landlord might offer a 10 percent discount if rent is furnished for the entire year. Spot these savings and make an investment now. You'll save money over the long haul.

## 5. Evaluate the company's technology.

When you review past performance, be aware of how staffers have used existing systems. Probably members of your team live and die by certain software programs but use others infrequently. Sometimes if employees aren't using a certain software program, a system or a piece of equipment, they don't understand it.

Other times, the use case isn't real and your team just doesn't need the software. Consider eliminating any unused systems.

## 6. Set goals.

The best goals are framed to be actionable. But it's easy to forget this when setting longer-term objectives.

Well, it might be nice to say you've adopted a goal to increase sales 40 percent. But how? Know that adopting any goal requires a change in behavior. So what are you and your staff about to do differently? Are you shifting your approach to focus on products that sold well this year?

Will the company do more marketing? What will you and your staff do differently next year that will effect enough positive change to reach your goals? Create a specific action plan and arrive at a consensus and an understanding of the new behaviors required.

## 7. Contribute.

Arrange for charitable giving for the selfish reasons of a tax write-off or good publicity. Or do so unselfishly because you're an awesome person. But take time to contribute something before the year's end.

Consider matching employee gifts to a charity that's engaged in a similar area as your company is. Making a donation of your time or money helps build a sense of purpose for your staff and your company.





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## Benefits of Becoming an AM&T Associate

- Four free hours of consulting services
- Your company's profile will be featured in the "Associates' Corner" of our monthly newsletter, which is distributed throughout eight counties: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tompkins, and Tioga. Also, the newsletter is featured on our website giving your company worldwide exposure
- Discounted fees at AM&T sponsored seminars & workshops
- A free Performance Benchmark and Transformation Planner (\$2,500 value)
- A link to your company's website from ours
- Assistance with Technology Transfer, Funding Sources, Venture Capital Investment, Networking, Research & Development Programs, etc

Call Jim Cunningham at 607-725-1225 to ask about becoming an associate.

More information at [www.amt-mep.org](http://www.amt-mep.org)

## Associates' Corner



Hardinge is a global designer, manufacturer and distributor of machine tools, specializing in SUPER PRECISION<sup>TM</sup> and precision CNC lathes, high performance machining centers, high-end cylindrical and jig grinding machines, and technologically advanced workholding & rotary products.

Hardinge's products are distributed to most of the industrialized markets around the world with approximately 65% of the 2013 sales outside of North America. Hardinge has a very diverse international customer base and serves a wide variety of end-user markets. This customer base includes metalworking manufacturers which make parts

for a variety of industries, as well as a wide range of end users in the aerospace, agricultural, transportation, basic consumer goods, communications and electronics, construction, defense, energy, pharmaceutical and medical equipment, and recreation industries, among others.

Hardinge has manufacturing operations in the United States, Switzerland, Taiwan, and China.

Hardinge utilizes the Lean Principles in Manufacturing, Six Sigma and Total Quality Management for continuous improvement activities throughout its operations. Hardinge is ISO 9001 certified, a former Baldrige finalist and one of the Top 50 Companies in America.

For more information, visit: [www.hardinge.com](http://www.hardinge.com)



Stamped Fittings, Inc., located in Elmira Heights, is a yellow label union manufacturer of quality heating, ventilating and air conditioning (HVAC) products. Family owned and operated since 1997, the company started in a 4,000 square foot facility with a three person staff. Today, with 30 employees and a 45,000 square foot manufacturing and distribution facility, they continue to provide a complete product line of mass produced HVAC components for the spiral pipe industry.

Die stamped elbows, offering the widest variety of materials, sizes and gauges in the industry are Stamped Fittings specialty. Their complete line of HVAC spiral pipe components are manufactured with the latest technology to allow consistent quality and precise tolerances for a proper fit.

Stamped Fittings employees are highly trained members of the Sheet Metal Workers, local #112 Union. The quality products they produce are shipped to companies in the USA, Canada, and Puerto Rico.

For more information, visit: [www.stampedfittings.com](http://www.stampedfittings.com)

# Cornell Center for Materials Research (CCMR)



The mission of the CCMR's Industrial Partnerships Program is to facilitate active collaboration between the CCMR and industry, foster technology transfer, strengthen the links between university-based research and its applications, and promote economic development. Beneficial collaborations between industry representatives and the extensive materials expertise developed by over 110 CCMR faculty members from 12 different departments are cultivated

through a variety of activities, including: joint research projects, problem-solving semester-long projects with matching funds from NYSTAR, symposia, and workshops. Some of these programs are specifically designed to support NY State startups and small businesses. Their partners include large and small businesses from NY State and beyond.

To help you identify the most appropriate academic partner, faculty members have been grouped under research themes:

- Biomaterials and Bio-inspired Materials

- Electronics and Photonics
- Energy
- Fiber Science
- Food Science
- General Materials Research
- Green Materials
- Nanotechnology
- Polymer Outreach Program (POP)

For more information, visit:  
[www.ccmr.cornell.edu/](http://www.ccmr.cornell.edu/)

## Around the Southern Tier

Feb 12	Economic Forecast for 2015 - The Chemung County Chamber - 607-734-5137
Feb 18	Business After Hours - The Corning Area Chamber - 607-936-4686
<b>Feb 19</b>	<b>Lean Thinking &amp; Value Stream Mapping Workshop - AM&amp;T - See Page 1</b>
Feb 24	MWBE Contractor Readiness Training Part 1 - SBDC at Binghamton University - 607-777-4024
Mar 03	MWBE Contractor Readiness Training Part 2 - SBDC at Binghamton University - 607-777-4024
Mar 10	MWBE Contractor Readiness Training Part 3 - SBDC at Binghamton University - 607-777-4024
Mar 10	Tioga County Job Fair - The Tioga County Chamber - 607-687-2020
Mar 12	Business After Business - The Chemung County Chamber - 607-734-5137
Mar 17	MWBE Contractor Readiness Training Part 1 - SBDC at Binghamton University - 607-777-4024
Mar 24	MWBE Contractor Readiness Training Part 2 - SBDC at Binghamton University - 607-777-4024
Apr 07	MWBE Contractor Readiness Training Part 3 - SBDC at Binghamton University - 607-777-4024
Apr 09	Facilities 101 - CCMR - <a href="http://www.ccmr.cornell.edu/fac101">http://www.ccmr.cornell.edu/fac101</a>
May 19	2015 Symposium - CCMR - <a href="https://www.ccmr.cornell.edu/symposium/">https://www.ccmr.cornell.edu/symposium/</a>

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## HELPING MANUFACTURERS PLAN, PERFORM, PROFIT & GROW

We are a team of experienced, skilled consultants and trainers dedicated to helping manufacturers in the Southern Tier of NY plan, perform, profit & grow. Our goal is to have manufacturers remain, grow and prosper in the Southern Tier.

AM&T uses a comprehensive, overall business approach to create significant and long-lasting business improvements. Our experience is that individual improvement methodologies will provide some measurable benefits on their own, but it is the combination of them across the whole value chain that will lead to dramatic gains.

### WE HELP BUSINESS LEADERS:

- Assess their current state
- Articulate and define their desired future state
- Train their workforce in improvement methodologies
- Implement process improvements across the whole value chain
- Identify new opportunities
- Achieve and sustain growth and breakaway results

### AM&T DELIVERS:

A third-party survey for 2008-2013 reported impacts of:

- 3,461 jobs created or retained
- \$622 million in increased or retained sales
- \$15.0 million in cost savings
- \$44 million in investments
- \$845 million total impact
- 4.6 out of 5.0 Customer Satisfaction

### OUR SKILLS:

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- Project Management
- ISO/AS Quality Systems
- Sales and Marketing
- New Opportunity Identification and Growth — Markets, Products, Services, Customers

Our integrated, comprehensive approach, applied to the whole value chain, can make a difference. We are "hands-on", roll-up-your-sleeves people and we're passionate about manufacturing.

**Call Jim Cunningham at 607-725-1225 to ask how we can help.**