

## **12A - Supply Chain Metrics for World Class Enterprise**

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This presentation will be a real example of how Philips Healthcare developed metrics to manage and improve its service part supply chain. The Philips Healthcare service parts supply chain delivers over million service parts each year to extremely demanding customers in over 100 countries. Success is measured in hours, not days.

You will learn how we started with the SCOR framework, adding and customizing various measures to become more customer-focused. I will share why, what and how we measure various supply chain metrics such as customer order fill-rate, defects-on-arrival, inventory quality, etc.

This workshop will provide a clear understanding of the metrics we use and how they help us optimize our supply chain in terms of cost, quality and delivery.

### **Presenter:**

**Rob Michaels** is a senior project manager at Philips Healthcare located in Andover Massachusetts where he supports the Global Customer Services supply chain. Prior to his current job he was a Six Sigma Black Belt. He has over 20 years experience in the medical device industry and has held various assignments in manufacturing, marketing and operations. He has also worked at Exxon-Mobil Company, Hewlett-Packard and Agilent Technologies.

His educational background consists of a BA in Physics from Middlebury College, an MS in Geophysics from Stanford University and an MBA from The Wharton School at The University of Pennsylvania.

He holds the following certifications: ASQ Six Sigma Black Belt, Quality Engineer and Manager of Quality/Organizational Effectiveness. APICS The Association for Operations Management Certified in Production and Inventory Management and Certified Supply Chain Professional. The Project Management Institute Project Management Professional and The Healthcare Financial Management Association Certified Healthcare Financial Professional.

## **12B - Building Real-Time Quality Dashboards**

Tom Albrecht, V. P. Business Development,  
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Why Quality Dashboards? A critical component of driving quality performance is increasing the visibility of critical performance metrics. Technology can increase the visibility of Key Performance Indicators and users can readily identify opportunities to improve their business through summarization and drill down tools. This presentation will explore how several organizations are making better business decisions by providing visibility using electronic dashboards. I will review and share experiences in:

- Quality Dashboard Case studies in
  - o Process, Product and Performance
  - o Role-Based Dashboards
  - o Return on Investment
- Technologies Involved - From Projectors and PDA's to the Web
- Business Impact - Culture - Strategy – Tools

### **Presenter:**

Tom Albrecht joined Hertzler Systems Inc. in 1991 and has spent 17 years in Goshen, Indiana, headquarters. As Vice President and as a Manager of Corporate Accounts, Mr. Albrecht has traveled extensively working to ensure the successful use of measurement systems.

Hertzler Systems provides seamless, accurate data acquisition solutions that drive business transformation. They have been in this business for over 20 years, with a diverse customer base in service, transactional and manufacturing environments. Their software and services enable clients to connect, collect and analyze data; building a robust data infrastructure for making data-driven decisions. These capabilities help clients to reduce costs, cycle time and errors, and increase profitability. Hertzler's clients include Acushnet Co. (Titleist & Footjoy), BAE Systems, Cargill, Hormel Foods, IDEX Corporation, Johns Manville, Kraft Foods, McCormick & Company, Inc., and Pactiv Corporation to name a few.

Prior to joining Hertzler Systems, Mr. Albrecht received his BA from Goshen College and his MS from the University of Colorado. Mr. Albrecht is active in the Goshen community serving church, school and non-profit organizations.

## **12C - Focus Your Organization on Strategy**

Jim Whitman, Senior Consultant

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Corporations whether large or small, often display Vision Statements for their employees and customers in annual reports, reception areas, lunch areas, computer wallpaper, etc., just to name a few. But how often are these objectives put into operational terms so that each employee can answer one simple question: “What do I have to do, today, in my work, to make this vision a reality?”

The answer is often that they don't really know what is specifically expected of them to bring about any corporate-wide strategic objective. If you, as a leader in your company (either service or manufacturing), have experienced situations where your visions and strategic objectives seem to go wanting for lack of an implementation process then this seminar might be right for you. We will discuss a methodology called Goal Deployment that flows down the highest levels of goals, values, and aspirations within an organization (or entire corporation) into specific, defined initiatives at the individual employee level. The keys involve two tools: The Balanced Score Card and the Oregon Productivity Matrix (OPM). They can provide a systematic, measurable, trackable methodology for translating your strategic visions into specific initiatives that focus, drive, and shape people's daily activities.

### **Presenter:**

Mr. Whitman graduated Summa Cum Laude and Phi Beta Kappa from Ohio Wesleyan University and holds a Master Degree in Physics from Ohio State University. He spent his entire career with Raytheon Company as a Microwave Design Engineer, Production Engineer, Project Manager and finally as a Six Sigma Black Belt. Jim was an instructor for Raytheon's Black and Green Belt in-house programs and also taught statistics at Quinsigamond College in Worcester, MA. Jim is an ASQ certified CQE and CQA and has taught both of these courses for the ASQ Worcester Section. He has authored or co-authored papers on Gauge R&R, Design of Experiments, and Innovation. During his career at Raytheon and his subsequent retirement, Jim assisted major program offices, engineering organizations, schools and service organizations with the implementation of Goal Deployment/Balanced Score Card methodology.

## **12D - DFSS and Business Impact**

Eli Baron, Project Manager - Supply Chain  
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In Design For Six Sigma (DFSS) projects, the impact on business is often overlooked. After a brief review of DFSS principles, based on a case study we will analyze different scenarios affecting business financials.

In the first part, we will explore main DFSS principles: Importance of DFSS, DFSS vs. Six Sigma, DFSS vs. Lean, DFSS vs. DMAIC, and the various DFSS implementation procedures and DFSS tools. The second part will focus on a case study; we will analyze how internal factors (such as voice-of-the-customer analysis, market research, product development, product planning, delay in commercialization, early and full production issues) and external factors (such as competition, market dynamics, laws and regulations, scientific breakthroughs, and national and international political and economical developments) impact selling price and volume, and cost of goods.

### **Presenter:**

**Dr. Eli Baron** is a Six Sigma Black Belt, Master Black Belt and Lean Expert. Currently he is conducting projects at Philips Healthcare in Supply Chain Metrics and Analytics. He has worked on a variety of business improvement initiatives as well as professional services, consulting and education in hi-tech environments. Dr. Baron has extensive international experience and speaks five languages, which as enabled him to design, develop and deliver training courses to more than 1000 people. He is sought after as a speaker for various educational and technical events and has written many white papers, business documentation and standard operating procedures in the field of quality.

## **12E - A Serious (and not so serious) Review of Statistical Terms**

Jack Meagher, Manufacturing Excellence Coordinator  
New Hampshire Ball Bearings, HiTech Division  
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This presentation will act as a review of basic and advanced terminology used in statistics. For those new to statistics, this presentation would serve as an introduction to the terminology used. For individuals who have been in the field for some time, the presentation would act as a refresher. The premise is to present a term and/or graphic used in statistics along with four possible answers (one of them correct) and one completely off the wall answer to lighten up the presentation. Also included will be interesting statistical facts to keep the participants engaged such as you have a 50/50 chance of two people having the same birthday with only 23 people in the group.

Example:                   The slide would show the shape of the Normal Curve.

Possible answers:    A)     Depiction of a Weibull distribution  
                          B)     The shape of the Normal Curve  
                          C)     A Cpk of 1.0  
                          D)     What we all seek to maintain as we get older

Example:                   The slide would show a picture of a C Chart.

Possible answers:    A)     A Chi-square analysis  
                          B)     The beta risk  
                          C)     A control chart to monitor the number of defects using a  
  constant sample size  
                          D)     What the doctor makes you look at when you get an eye  
  test

### **Presenter:**

Jack Meagher is the Manufacturing Excellence Coordinator for the HiTech Division of New Hampshire Ball Bearings in Peterborough, NH. His duties include coordinating HiTech's Continual Improvement activities and training others to become Six Sigma Green Belts. Jack is a graduate of UMass Lowell with a B.S. in Nuclear Engineering and is a Certified Six Sigma Black Belt and an ASQ Certified Quality Engineer. He is Past Chair of the Granite State Section 0104 of the American Society for Quality and a Board Member of the Granite State Quality Council.