

# World Class Manufacturing **THE NEXT DECADE**

## TWO DAY INSTITUTE

Volume 13

1998

Number 4

Presenting,  
in person, the author  
of the  
"best-selling  
manufacturing book  
of all time".  
**RICHARD J.  
SCHONBERGER,**  
reports from his  
latest book at this  
powerful Two-Day  
Institute

Chicago, IL

March 24 - 25

Atlanta, GA

April 23 - 24

Cincinnati, OH

May 12 - 13

Costa Mesa, CA

(LA area)

June 4 - 5

Presented by

**MANAGEMENT  
RESEARCH  
CORPORATION**

### LEARN FROM THE "BEST-OF-THE-BEST"...

#### ***How Top Scoring Award Winners Boost Performance to Unprecedented Levels of Excellence***

Many Baldrige, Shingo, Deming and America's Best Plants winners score a miserable 60% average on Dr. R. J. Schonberger's new 16 critical standards for achieving world class manufacturing excellence.

However, a precious few score a hardly-ever-achieved 80% to 100% on selected principles. By attending this two-day Institute your team will have access to inside information from the cream of the crop - taken from Dick Schonberger's pathbreaking, global benchmark research. (see pages 2, 3 and 4)

### PRAISE FROM THE PRESS...

#### ***"Schonberger's... 16 Point Strategy Pulls Together Much of What Leading Manufacturers Have Done to Turn Their Companies Around"***

The *Fort Worth Star Telegram* went on to say, "Although many of the (16) points resemble some of the popular management programs in place today Schonberger often takes the ideas one step further into implementation and accountability".

In fact, Dr. Schonberger's 16 principles compliment rather than compete with popular systems such as agile or lean manufacturing, constraints and supply chain management, ERP and customized mass production...this protects your investment in current methodology and training while enhancing your results.

Perhaps *Industry Week* summed it up best when they reported, "... (Schonberger's) research reveals the true predictors of future success in 16 customer focused principles...". (see pages 2 - 3)

### MORE RAVE REVIEWS FROM SENIOR EXECS & MANAGERS...

#### ***at the World Class Leaders and Award Winners***

*"Once again, Richard Schonberger has defined the new standard for excellence".*

Soma Coulibaly,  
Manager, Graphic Arts Engineering  
Hallmark Cards

*"Dick Schonberger's...(system of 16 principles) plays well in Hewlett Packard's environment..."*

Eric Olsen,  
Worldwide Mfg. Education Manager  
Components Group  
Hewlett Packard

*"Dr. Schonberger created a new paradigm for how a factory should operate...Now he helps us see the world of manufacturing differently once again".*

Kelly Hoffmann,  
Formerly Vice President,  
Measurement Division, Rosemount, Inc.



# Why do so many Baldrige, Shingo, Deming, and America's Best Plants winners score a miserable 60% average on Dr. Richard J. Schonberger's new 16 critical standards for achieving World-Class Manufacturing excellence?

"I have found your books (and) seminars the most sensible, comprehensive and well supported of any of the myriads of WCM leaders. Thanks."

Steve Wilkinson,  
Director of Manufacturing  
Boston Scientific Corp.

Many Baldrige, Deming, Shingo, and America's Best Plants and other award winners are receiving a wake-up call after self-scoring their business processes using this new World Class by Principles (WCP) Matrix from Dr. Richard Schonberger.

In fact, the best scores turned in by over 300

manufacturers around the globe barely topped 60% ... for an overall score of D- ... with failing scores in many of the individual 16 benchmark principles that *Industry Week* says are "the true predictors of future success."

The good news is: Now you can take your operations to the next level of performance ... and outscore even the Baldrige and Deming winners ... by mastering the 16 customer-focused manufacturing principles presented in Schonberger's newly updated institute, "World Class Manufacturing: The Next Decade."

"This seminar packages together everything that is critical to attaining world class status," says J.P. Stautberg, Plant Manager, Aurora Casket Co. Steve Wilkinson, Director of Manufacturing, Boston Scientific Corp. adds, "I have found your ... seminar the most sensible, comprehensive, and well-supported of any of the myriads of world-class manufacturing leaders."

## 16 steps to improved quality, performance, and customer service

Revitalize your operations with the best World Class principles Dr. Richard J. Schonberger's global research has uncovered since the publication of his landmark 1986 best-seller, *World Class Manufacturing: The Lessons of Simplicity Applied*.

In his previous book and seminars, Dr. Schonberger laid the groundwork for improved delivery, quality, and flexibility at hundreds of manufacturing facilities worldwide.

Now, in his latest book, *World Class Manufacturing: The Next Decade* – and his NEW seminar of the same title –

Dr. Schonberger reveals the new principles, rules, and methods he has discovered for taking your existing world-class achievements to the next level of performance, productivity, and customer satisfaction through:

- simplifying product designs – and streamlining manufacturing operations
- maximizing innovation and productivity from teams and individuals
- implementing continuous quality and process improvement methods that work!

- revolutionizing data gathering and reporting for better operations and control
- boosting plant capacity and throughput
- creating greater synergy between manufacturing and marketing to achieve mutual corporate goals.

Armed with new world-class benchmark data, Dr. Schonberger introduces a wealth of new material not covered in past seminars ... including a new integrated, business-wide management system based on 16 benchmark principles with a built-in self-scoring matrix.

## Compliments, rather than competes with, your current manufacturing system

The new "World-Class Manufacturing: The Next Decade" institutes build on and enhance – rather than replace – the systems and ideas you've implemented ... including lean manufacturing, constraints management, agile manufacturing,

Principles of Customer-Focused, Employee-Driven, Data-Based					
General			Design		
1	2	3	4	5	6
Team-up with customers; organize by customer/product family	Capture/use customer, competitive, best-practice information	Continual, rapid improvement in what all customers want	Frontliners involved in change and strategic planning	Cut to the few best components, operations, and suppliers	Cut flow time and distance, start-up/changeover times
STEP 5 Customer/client representatives for each focused unit	Broad implementation of better-than-best practices for customer service	Sustained yearly QSPY improvement rates of 50% or more in all key processes	Frontline teams help develop strategies and set numeric goals, self-monitored	Average reductions of 50% for all products and services	Cross-functional teams achieve 90% average reductions
STEP 4 Entire enterprise re-engineered by customer product families	All associates involved in customer/competitive/best-practice assessment	95% improvement in Q, S, or F and value (V) in most key processes	Frontline teams plan/implement cross-functionally with other teams	Average reductions of 80% for all products and services	Experts help achieve 80% average reductions
STEP 3 Focused workflow teams (cells) for key product/customer families	Systematic customer surveys; fullscale benchmarking for key processes	90% improvement in Q, S, or F in most key processes	Frontline teams continuously plan and implement process improvements	Average reductions of 50% for all items	Associates achieve average reductions
STEP 2 Customer/client representatives on project teams	Gather customer-seeds & best-practice data, and non-competitive samples and metrics	80% improvement in Q, S, or F in a key process	Frontline teams assist in planning and implementing changes in own processes	50% fewer parts/operations and suppliers for all key items	In key areas
STEP 1 Cross-functional project teams	Gather customer-satisfaction data and competitive samples and metrics	50% improvement in quality (Q), speed (S), or flexibility (F), in a key process	Frontline associates assist in planning changes in own jobs	50% fewer parts/service operations or suppliers for a key product or service	



"This program was a shot in the arm," said Don Cartlidge, General Manager, Petro

Well over 75,000 manufacturing professionals have taken a Richard Schonberger seminar or attended one of his speeches. Now it's your opportunity to get his latest systematic methods and actionable ideas for improvement ... proven principles you can immediately use to begin upgrading your World Class Manufacturing strategies and practices for the competitive challenges you'll face in the new millennium.

	Information for Operations and Control		Capacity		Promotion/Marketing
	12	13	14	15	16
of roots to external transactions	Align performance measures with customer wants	Improve present capacity before new equipment & automation	Seek simple, flexible, movable, low-cost equipment in multiples	Promote/sell every improvement	
Internal transactions 8%, 99% External transactions 90%EDI	Second-order metrics (e.g., labor productivity, variances) no longer managed	Operators become technicians; downtime cut 80%	80% of equipment owned by focused teams/cells or is highly flexible/movable	Reverse marketing: Out of strength, you choose whom you sell to	STEP 5
Internal transactions 5%, 75% External transactions 90%EDI	QSVF are dominant metrics in all processes	Experts teach operators to do repairs; downtime cut 55%	60% of equipment owned by focused teams/cells or is highly flexible/movable	Global/national awards (e.g., Baldrige); over 90% customer retention	STEP 4
Internal transactions cut 36%; 50% of external transactions by fax/EDI	QSVF are dominant metrics in key support departments	Experts help operators "take over" their own PM and housekeeping	30% of equipment owned by focused teams/cells or is highly flexible/movable	Registrations, certifications, local awards (ISO-9000, Ford Q1, state award)	STEP 3
Work-flow, quality, internal scheduling & labor transactions cut 25%	QSVF are dominant metrics in key operations	Presumption (short, exact placement, housekeeping, etc.)	10% of equipment "owned" by focused teams/cells or is highly flexible/movable	Positive QSVF trends featured in selling, bids, proposals, ads	STEP 2
Training in fail-safeing, process simplification, root cause control	Training in universal customer wants: speed, flexibility, value (QSVF)	Training in total preventive maintenance (TPM) and process simplification	Seek/convert/upgrade maintenance equipment to dedicated or high-flex uses	General advertising slogans ("Quality is Job Done", "Team Xerox", etc.)	STEP 1

Don Cartledge,  
General Manager  
Petro Vend, Inc.



# Boost performance to unprecedented levels of excellence with World Class by Principles (WCP)

*New ideas  
from the "Best-  
of-the-Award  
Winners"*

*"opened my  
thinking on how to be  
more competitive."*

Bill Rose,  
Manufacturing Manager  
Mettler Toledo, Inc.

**Y**ou'll not only explore new ideas from a wide range of top-scoring winners in Schonberger's global benchmark research, but you'll learn from the "best-of-the-best" in each of his 16 world-class principles.

The 5-step WCP scale is so tough that even major quality award winners average only 3.0 (or 60%) over all 16 principles. However, a select few score a hardly-ever-achieved 4.0 to 5.0 on some principles. At this two-day Institute, you'll explore inside information from the cream of the crop taken from Dick Schonberger's research and award winners.

These are the same 16 principles *Industry Week* called "the true predictors of future success". The *Fort Worth Star Telegram* said "Schonberger's...16 point strategy pulls together much of what leading manufacturers have done to turn the company around."

***Bring your Management/Professional Team to this institute to learn how top scoring award winners use Schonberger's proven principles to take World Class to the next level:***

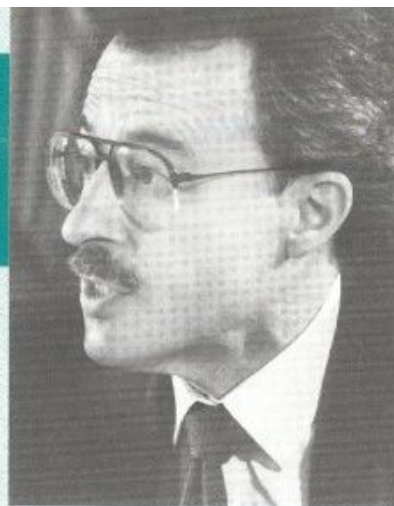
- ☐ Best manufacturers: How they rate.
- ☐ Roadblocks: Bad plant design, mismanagement of capacity
- ☐ Diverse pathways to improvement: 18 high-scoring companies share their implementation secrets
- ☐ Putting out the "drag-net" for customer information (feeding internal processes with external data)
- ☐ Strategic re-direction: From cost management to value management
- ☐ Life-cycle product management (combining "marginitis")
- ☐ Synchronizing the supply chain: Getting organized and setting targets
- ☐ Broad-based recognition and reward (a "basket of values" designed not to break the bank) is key to keeping the work force motivated and involved
- ☐ Making agility affordable through customized mass production (not mass customization), employing "commonized modularity" at component levels - where 90% of the costs are
- ☐ Following the "Golden Rule" of customer focus - and the "Golden Goals"
- ☐ Building power, strength & value through customer-focused, guiding principles
- ☐ Collaborate to cope with global glut
- ☐ Manage the processes (quick results), but not the "bottom line" (delayed reaction) mixing the two (common practice) produces an un-balanced scorecard and mixed signals under open-book management
- ☐ Building a ten year plan with the 16 principles
- ☐ Guiding principles versus the command and control model
- ☐ Logical cell - when physical cell is impractical
- ☐ Motivation and reward in an age of continuous improvement
- ☐ Managing chaos via *economy-of-control management*: tight control that's not too heavy-handed

CEO's of leading world class companies, including those that have won Baldrige, Deming, Shingo and America's Best Plants awards drive the success engine by including World Class principles as the centerpiece of employee training for continuous improvement. IBM chairman Lou Gerstner announced that IBM will be managed by "principle rather than procedure". Gerstner went on to say "when a situation arises, you don't go to a (procedures) manual, you know in your heart and head what to do."

To boost performance, principles must be customer-focused and action-oriented. Schonberger's 16 principles are just that. They are the focus of employee training at companies such as Dow Corning and Hewlett-Packard Components. At Hallmark they were printed on pocket-sized laminated cards and passed out to hundreds of employees.



YOUR INSTITUTE LEADER  
**DR. RICHARD J. SCHONBERGER**  
 HONORED WITH QUALITY GREATS  
 DEMING AND JURAN



**W**orld Executive Digest (Hong Kong) selected Dr. Richard J. Schonberger as a "significant pathfinder...thinkers and practitioners whose ideas continue to shape management today."

Also included with Dr. Schonberger were Dr. Deming, Dr. Juran, IBM founder Thomas Watson, former GM CEO Alfred P. Sloan, Jr. and quality expert Philip Crosby.

A *Quality Digest* cover story included Schonberger as one of "The New Gurus - The Next Leaders of the Quality Revolution." Schonberger was joined by Tom Peters, H. James Harrington, Stephen Covey, Eliyahu Goldratt, Ken Blanchard and other leading edge thinkers.

For the past 15 years, Schonberger has been on the forefront of world-class excellence, total quality management and process redesign. While other "gurus" have focused on part of the equation, Schonberger's unique contribution is pulling it all together - from strategy to front line operations, across all the business functions and from deep in the supplier base to the final customer.

This integrated treatment is one reason why his first two books became two of the top three selling manufacturing books of all time and why his casebook is thought to be the best-selling business casebook of all time.

Just under 60,000 managers and professionals have participated in Dick Schonberger's one and two-day seminars. While production/operations managers made up the bulk of his early seminar audiences, it wasn't long before their counterparts on the service side of manufacturing saw the critical role they played in redesigning their processes and functions for dramatic improvements in quality, cost, speed and service.

An engineer, analyst, and consultant early in his career, he has published over 100 articles and papers in such publications as *The Harvard Business Review*, *Quality Progress*, *The Wall Street Journal*, *Journal of Cost Management*, *Datamation*, *Personnel Journal*, and *National Productivity Review*.

Prior to serving as an advisor and trainer to business and industry, Dr. Schonberger was awarded the *George Cook Distinguished Professor of Management Chair* at the University of Nebraska. Among his other honors are the British Institute of Production Engineers *International Award* which he

received in 1990, and the *Academy of the Shingo Prize for Excellence in Manufacturing* in 1995.

His clients and sponsors include Procter and Gamble, Levi Strauss, Touche Ross, Dover, Jostens, Sunrise Medical, AT&T, NCR, Cullinet, Microsoft, IBM, Baxter Health Care, the Young Presidents Organization, Singapore National Productivity Board and Fiat, Italy.

#### SHOULD YOU ATTEND? YES IF YOU:

- Have business unit or corporate level responsibilities
- Manage or supervise a department
- Are a team leader or lead staff professional
- Are an operator/associate who aspires to a lead/supervisory or management position

**Some of the departments and functions which have participated and benefited are:** production, operations, industrial/manufacturing engineering, quality, purchasing, materials, accounting and finance, marketing & sales, HRD and information systems.

#### WILL YOU GET YOUR TIME & MONEY'S WORTH IF YOU AND YOUR TEAM ATTEND AGAIN?

We'll let Mr. Doug Pratt, Site Manager with Dow Corning Corp. who attended in '87, '93, '95 and the *World Class by Principles Users Group Conference* in '97 answer that question. In early 1993 he said, "Once again excellent seminar...I heard (Schonberger) first in 1987 and have been implementing the concepts since." Then in May of 1995 he again brought 20 team members and concluded, "Schonberger's seminar continues to inspire all my leaders to improved world class performance."

If you haven't participated in Schonberger's program since June, 1995, you'll find new insights on taking world class to the next level at this continually updated, reorganized Institute.

### THE MANUFACTURING 100 COMPANIES WHO'VE SENT MORE THAN 100 PARTICIPANTS TO SCHONBERGER'S INSTITUTES

*You'll be in good company when you join the following manufacturers, and others, who have sent a total of just under 60,000 to Schonberger's seminars.*

3M • Hewlett-Packard  
 Dover • Kodak • GM  
 Xerox • Hon • Apple  
 Baxter Healthcare  
 Siemens • Honeywell  
 DuPont • AT&T  
 FMC • Caterpillar  
 Johnson Controls  
 Baldor • Sollectron  
 Smith Kline Beecham  
 Ford • Dow Corning  
 Emerson Electric  
 Whirlpool • Amoco  
 Steelcase • R.A. Jones  
 Texas Instruments  
 Sun Microsystems  
 Arrow Group Industries  
 Scimed Life Systems  
 Hallmark • Rogers  
 Target Therapeutics  
 Mine Safety Appliances  
 Hughes Aircraft • D.E.C.  
 Oral B Laboratories  
 Carrier • Ethicon  
 Miller Brewing • Amdahl  
 Jostens • Wheelabrator  
 Scientific Atlanta  
 Abbott Labs • Medtronic  
 Northern Telecom...  
 and many others.



# Learn how the quality and customer award winners are ramping up performance for the decade ahead

*"I now have an objective way to rate my organization; a clear road map to become world class"*

Noeli Nassar,  
Field Ops Support Manager  
Nabisco

## FIVE-STEP IMPROVEMENT PROCESS IN 16 GUIDING PRINCIPLES

- World-class through the next decade
- Innovation Era: Japan Decade (1970s), U.S. Decade ('80s-'90s), World Decade (now)
- 16 guiding principles of customer-driven performance
- Benchmarking/improvement tool; using the 5-step self-assessment sheet
- A quarter century of change: from massively transformed (tool level) to glimmers of enlightenment (executive level)

### Guiding Principles 1-4: General

#### 1. Teaming up with customers:

- Interlinked world-class processes – toward sustained competitive advantage
- Competing in a global world of excess capacity
- Commerce inhibitors: Two thick-walled "castles" in one company
- Toward strategic collaboration: Internal, immediate external partners, whole supply chain
- Roles of multifunctional product strategy team – under low, medium, and overheated demand
- Companies with a new, high-profit solution: Preference for best customers/products; raise the bar for the rest
- Unifying production and final-use demand – through QR & VMI
- Using cells in administrative processes to cut cycle times from days to hours or minutes
- Cellular approaches – even in process industries
- New wisdom on cells: Divide by volume (management issue), not just by process flow (technical wisdom)
- Line-of-sight linkages to resolve process-to-process variation
- Key issues in breaking up the functions to achieve customer/product focus

#### 2. Know your customers, know the competition, know the best

- Goal convergence: Leading global manufacturers discover the customer
- Follow the "golden rule" of customer focus
- Weekly customer feedback – the Soletron edge
- Tapping external data – Achilles heel in most companies
- Segmented customer and QFD surveys – stratified, not just averaged
- Validate your internal metrics with external data
- Benchmarking options: visitations, clearing houses, award criteria, research

#### 3. Continual, rapid improvement in universal customer wants

- Manage the basics (the processes), watch the results (the "financials") –and knowing *how*
- What history tells us – a half-century analysis of inventory turnovers from four countries
- Leading-edge strategy: Slash inventory and generate cash for growth through acquisition-debt free!
- Competitive imperative: Value, not cost
- Establishing *value* (and non-value) as a key indicator – definitions and metrics
- Find out your true costs to make products,

- generate customers, process invoices, etc.;
- revise your competitive strategies accordingly
- The costing paradox in process industries
- Management transition: edict to procedure to policy to principle

#### 4. Frontline teams involved in change and strategic planning

- How a Baldrige winner employs high-impact workforce involvement
- How many people per process team?
- Makeup of an effective team: What's most important?
- Linking geographically spaced team members
- What implementation is – and is not
- Diverse pathways to excellence from 18 high-scoring companies
- How your team measures up – Do assessment exercise*
- How to use the customer-focused principles*

### Guiding Principle 5: Design; Supplier Partners

#### 5. Cut to the few best components, operations, and suppliers

- Innovations in product development
- Target pricing and life-cycle product development
- Miscues in the Far East: Over investment in variety, automation
- Design-for-operations guidelines – for piece goods, process industry, and support operations
- Rise of production volumes
- Reining-in variety; watch out for "style quirks"
- Supplier partnership issues
- The sourcing team – sourcing on *total* quality, *total* cost
- Cut final assembly parts through delivery in modules, commodity families; building stronger suppliers
- Outsourcing benefits – and downside (virtual uncertainty and confusion)

### Guiding Principles 6-7: Operations

#### 6. Cut flow time and distance, start-up/changeover times

- Calculate your percent value-added (PVA), a.k.a., response ratio
- Example: Using PVA in an apparel plant to reveal need for reengineering
- The widening role of queue limitation (a.k.a., kanban)
- Choose your competition-beating cycle time; then achieve it through queue limitation plus enhanced labor flexibility
- Move your emergency buffer stocks to off-line locations – out of sight, out of cycle-time loop
- Quick-changeover, a never-ending pursuit; quick-change guidelines and documentation
- In process industry turn the product wheel faster; examples
- Evening project: Complete principles-based self-assessment and your plan for step-by-step year-to-year improvements – for presentation on Day 2

#### 7. Operate close to customers' rate of use or demand

- Scheduling modes – from high complexity



- (projects) to dedicated, rate-based simplicity
- Pick your synchronized scheduling method: match the order book, or smooth it into a rate
- Monitor the schedule with the *linearity index*
- Calculating *takt time*, and using it for capacity determination
- In the job shop, sequence, don't schedule
- How to do "slow-rate scheduling" for complex, out-sized products
- Seasonality: planning the base, upslope, downslope, and peak on the "demand mountain"
- Distribution centers/distributors in transition
- Kaizen Blitzes, success formula for certain small manufacturers

### Guiding Principles 8-9: Human Resources

#### 8. Continual training for new roles

- Shifting premises and practices in human resource management
- From leadership to teamanship, manager to facilitator
- Maximizing employee value
- Two-track learning: whole-system knowledge, tools and techniques
- Star system: How to achieve self-managed teamwork
- How to upgrade manual assembly work: guidelines
- H.R. management – what to keep, what to outsource, what to line absorb
- Roles of middle managers and leads/supervisors
- Improvement teams – for temps and minimum-wage associates, too!

#### 9. Expand variety of rewards, recognition, and pay

- High-grade H.R. – one company's system
- Basket of values:  
Identification • Job • Career • No-cost, low-cost • Monetary

### Guiding Principles 10-11: Quality and Process Improvement

#### 10. Continually reduce variation and mishaps

- Expanding our concept of quality – from corrective to customer-serving
- Seven basic tools – for everyone; applications and mis-applications
- Coping with part-to-part variation
- Improvements that "stick": First improve, then stabilize and standardize
- Process capability – a moving target under a system of continuous improvement
- Why projects are "always" late – and what to do about it (how to combat project uncertainty, complexity, delay)
- Exercise: Design your personal (or your team's) quality check sheet

#### 11. Frontline teams record and own process data at workplace

- Keys to employee-driven process management
- Designating a best-qualified associate for each process
- Fixing the suggestion system; toward team suggestions

### Guiding Principles 12-13: Information for Operations and Improvement (Control)

#### 12. Control root causes to cut internal transactions

- Fail-safing—key focal point for improvement
- Emerging, growing (shrinking) uses of information technology
- Cutting transactions via incremental kanban
- Today's manufacturing software – mostly designed for yesterday's company
- Design for tomorrow's software-outside (customers, suppliers) in
- Shifting production control toward process discipline

#### 13. Align performance measures with universal customer wants

- Praise improvement, scold laxity via signboard management
- Cautious approach to open-book management; open the books by degrees
- Making the numbers – but *whose* numbers
- Results not always what they seem (beware of an *imbalanced scorecard*)

### Guiding Principles 14-15: Capacity

#### 14. Improve present capacity before new equipment and automation

- From conventional preventive maintenance to total PM
- Monitor the 5 S's using the spider chart
- Get the most from your present capacity through *pre-automation*

#### 15. Seek simple, flexible, movable, low-cost equipment in multiples

- Capacity forecasting/capacity management
- Capacity unchained – and stretched beyond limits
- Lean machine concepts – in the process industries, too
- The "dreaded" demand/capacity triangle
- Shaping production lines for teamwork and process-improvement flexibility
- Fallacies of cost-based studies: Why feasibility studies go wrong
- Finding the limits of flexibility

### Guiding Principle 16: Marketing and Customer Presentation

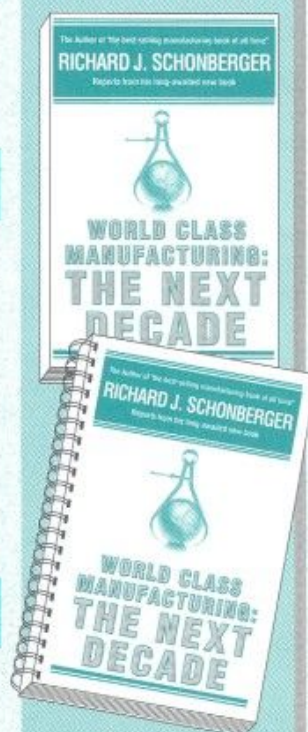
#### 16. Promote, Market, and Sell Every Improvement

- Four more tools in the sales kit
- Promote each improvement – internally and externally
- Joint marketing strategies – for manufacturer, distributor, retailer
- Fact-driven proposals: an end to pricing, promising "in the dark"
- From the reality of quality, to its management, to its external presentation

## NEXT GENERATION STRATEGIES

- Implementation obstacles and setbacks – and common diagnoses
- Strategic evolution, 1980-present
- A ten-year plan for industry and for your company

## FREE BOOK



Highly touted by *Sr. Execs*, participants will receive a copy of Schonberger's latest book. Excerpted by *Industry Week*, it's a must-read.

You'll also receive a workbook including over 150 pp of next generation world class principles, strategies, tactics, flow charts, checklists, before & after scenarios and a benchmark self scoring assessment.



## PRESENTING A 2-DAY INSTITUTE

The Author of "The Best Selling Manufacturing Book of All Time"  
**RICHARD J. SCHONBERGER**  
Report from his long-awaited new book



## WORLD CLASS MANUFACTURING: THE NEXT DECADE

*Best selling  
author R. J.  
Schonberger  
reveals how the  
"best-of-the-best"  
are taking  
world class  
performance to  
the next level.*

### Your Pre-arranged Group Could Save Thousands... And You Can Include Suppliers and Customers

Organize a group now, and you can save thousands of training dollars. If 20 of your division/plants/offices/departments enroll one person each, the tuition is \$895 x 20 or \$17,900 total. However, if you assign one individual to coordinate a pre-arranged group of 20 and pay from one invoice per city, the rate drops to \$475 each or a savings of \$8,400.

### 12 Subsidiaries Coordinate Groups from 1 to 9 each, totaling 41 - SAVE a Potential \$17,220

A 2 billion plus dollar conglomerate asked us to coordinate groups from their subsidiaries. 12 subsidiaries sent groups ranging in size from one to nine people each for a total of 41 participants attending different seminars. As a result, they saved a potential \$17,220 at today's fees (41 at the \$895 individual fee versus 41 at the \$475 each group rate). Other companies have invited suppliers, customers and even their neighbors to "join their invoice" and lower the fee for all. Call for more information.

### Your Smaller Groups in Different Cities Still Earn a Combined Discount

Another way to save is to appoint a national group coordinator and send groups to all four seminars. For example, if you enroll a group of 2 in San Jose, 2 in Minneapolis, 3 in Pittsburgh and 3 in Dearborn, you still earn a discount for a total group of 10 and save \$2,820.

### How to Start Earning Discounts

1) Assign one individual to coordinate and phone or send in all reservations from all plants, offices, business units, and locations. 2) Pay from one invoice per city. 3) Once you have enrolled a group on a single invoice you can add to it any time.

### Fees-Discounts up to 47%

Full tuition is payable in advance and includes: 1) cost of session, 2) a workbook, 3) a copy of Dr. Schonberger's book, 4) two luncheons and refreshments during the program. Your tuition level depends upon the number in your group. See the group discounts below.

Individual: \$895 ea.	3: \$825 ea.	5: \$745 ea.	7: \$650 ea.	9: \$565 ea.	15 - 19: \$495 ea.
Groups of 2: \$845 ea.	4: \$795 ea.	6: \$695 ea.	8: \$595 ea.	10 - 14: \$525 ea.	20+: \$475 ea.

### Cancellation, Transfer, and Substitution

The tuition fee is refundable, less a \$25 registration fee, if cancellation notice is received in our office up to five weekdays (M-F) prior to the seminar. Otherwise, the fee is transferable to a future program within 12 months. Substitution(s) may be made at any time.

### Meeting Room Locations and Accommodations

Meetings will be held at the following hotels. Ask the hotel for our low meeting rates. If you have any difficulty with the reservations department, just let us know and we'll have the Sales Manager personally take care of you.

Atlanta, GA	Atlanta Marriott Northwest 30 min. - Hartsfield Airport	Suburban, indoor/outdoor pool, exercise room, tennis courts, jogging trail	(770)952-7900
Chicago, IL	Marriott Lincolnshire Resort 25 min. - O'Hare Airport	Suburban, indoor/outdoor pools, health club, steam room, indoor tennis & racquetball, PGA golf course	(847)634-0100
Cincinnati, OH	Cincinnati Marriott 40 min. - Cincinnati Airport	Suburban, indoor/outdoor pool, access to private fitness club for tennis/nautilus equipment	(513)772-1720
Costa Mesa, CA	Doubletree Airport 10 min Orange County Airport 45 min Los Angeles Int'l Airport	Airport hotel, outdoor pool, exercise room, across from the South Coast Plaza Shopping Center	(714)540-7000

### Schedule

Sessions will be conducted from 9:00 a.m. to 4:30 p.m. on the first day and 8:30 a.m. to 3:00 p.m. on the second day. Please arrive between 8:15 and 9:00 a.m. to check in and pick up your materials.

### Frequent Flyer Program - Fly Once, Earn Twice for FREE Airline Tickets

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## MANAGEMENT RESEARCH CORPORATION

1119 Wrangler Way, Loveland, CO 80537 USA  
Phone/Fax: (970) 669-8855 or 1-800-484-5886 ext. 8855

**CALL:** (970) 669-8855 or 1-800-484-5886 ext. 8855

**MAIL:** Cut on dotted line and mail this form

**FAX:** Registration Form (970) 669-8855, or 1-800-484-5886 ext. 8855

☐ **Yes!** We want to take World-Class performance to the next level. Please reserve a place for the following team member(s) in best-selling author, Dr. Richard J. Schonberger's two-day institute. We understand tuition of \$895 each drops to as low as \$475 each if there are 20 or more participants from our group. And we realize we can send groups to one or all four U.S. cities and still earn a combined "all-city" discount.

### 1 Select your city:

- ☐ March 24-25 Chicago, IL ☐ May 12-13 Cincinnati, OH  
☐ April 23-24 Atlanta, GA ☐ June 4-5 Costa Mesa, CA

### 2 Team members who will be attending:

Name _____	Title _____
Name _____	Title _____

Please list additional participants on a separate sheet.

### 3 Approving manager's name and your address:

Name of approving Manager _____	Title _____	Company _____
Mailing Address _____	Internal Mail Code _____	City _____
State/province _____	Zip/Post Code _____	Phone No. _____ Ext. _____
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### 5 Tuition due prior to Institute: Please fill in one of the following:

Our check enclosed in the amount of \$ \_\_\_\_\_  
Purchase order attached # \_\_\_\_\_

### 6 Check all that best describe your organization:

- ☐ Repetitive mfr/Hi volume ☐ Job shop/Custom mfr ☐ Process industry

### 7 What general type of products do you produce (for example, consumer electronics, automotive parts, medical equipment, etc.) \_\_\_\_\_

### 8 How many people work at your location only? \_\_\_\_\_

### ☐ Bring this best-selling program to your company or your professional association/society

This institute, with best-selling author Richard J. Schonberger in person, or his staff, is available for presentation to your company or your professional association. Join companies such as Hewlett-Packard, 3M, Dupont, Hallmark and Whirlpool plus societies such as APICS, IIE, and SME who have trained tens of thousands of managers and professionals in hundreds of on-site seminars. Sessions have been conducted throughout the U.S., Canada, the European Union, Scandinavia, South America, Africa and the Pacific Rim.