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".

Sana Castibay,
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, Resonant, Inc.
Many Baldrige, Deming, Shingo, and America’s Best Plants 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 WCM 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 1983 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 design – 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.
customized mass production, supply chain management, enterprise resource planning, and Dr. Schonberger's earlier breakthrough research.

Many of these key concepts have already been integrated into the 16 World Class Manufacturing principles to amplify their effectiveness and focus them on common goals. (In fact, Dr. Schonberger wrote one of the first articles on lean manufacturing for the Harvard Business Review in 1987, almost a decade before the concept came into vogue.) This protects your investment in current methodology and training, while enhancing results within your existing framework.

"Once again, Richard Schonberger has defined the new standard for excellence," raves Sona Coulbaly, Manager of Graphic Arts Engineering, Hallmark Cards. These 16 principles establish new standards for manufacturing excellence — whether you're a Baldridge, Deming, or America's Best Plants award winner ... or want to be one someday.

"Dr. Schonberger created a new paradigm for how a factory should operate," praises Kelly Hoffmann, former Vice President, Measurement Division, Rosemount, Inc. "Now he helps us see the world of manufacturing differently once again."

Fully tested in more than 300 leading-edge manufacturing operations in 13 countries, these are proven breakthroughs that can dramatically boost your ability to compete — and win — into the year 2000 and beyond. And Richard Schonberger's "World Class Manufacturing: The Next Decade" seminar is the only place you can get them in-depth ... straight from the source.

Why there has never been a better time than NOW to get a new "shot in the arm from Schonberger"

"This program was a shot in the arm," said Don Cartidge, General Manager, PetroVend, Inc. "We're not as good as we thought but now we know how to get there."

Even if you have already sent some of your people to a Richard Schonberger "World Class Manufacturing" seminar, "World Class Manufacturing: The Next Decade" — building on the foundation established in Dr. Schonberger's previous lectures and books — will reveal systematic, step-by-step strategies and methods never before presented.

New attendees will learn how to use this revolutionary new — total business approach to improve world-class manufacturing results.

Prior attendees, in addition to getting a much-welcomed refresher in the fundamentals, will learn how to use the 16 customer-driven principles and other NEW concepts that can boost manufacturing company performance to unprecedented levels of excellence.

John Stack Jr., Manufacturing Manager, Van Dorn Demag, states enthusiastically, "This is my third time at a Dr. Schonberger seminar and, as in the past, I leave with new tools and ideas on how to use them."

And Bill MacLaughlin, Director of Technical Services, P&H Mining Equipment, adds: "This seminar lays out an excellent blueprint to manufacturing excellence that can be followed in a systematic way."

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.
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 8.0 (or 60%) over all 16 principles. However, a select few score a hardly-ever-achieving 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."

CEO's of leading world class companies, including those that have won Baldridge, 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.

**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.
- Diverse pathways to improvement: 18 high-scoring companies share their implementation secrets
- Strategic re-direction: From cost management to value management
- Synchronizing the supply chain: Getting organized and setting targets
- Making agility affordable through customized mass production (not mass customization), employing "commonized modularity" at component levels – where 90% of the costs are
- Building power, strength & value through customer-focused, guiding principles
- 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
- Guiding principles versus the command and control model
- Motivation and reward in an age of continuous improvement
- Roadblocks: Bad plant design, mismanagement of capacity
- Putting out the "drag-net" for customer information (feeding internal processes with external data)
- Life-cycle product management (combining "marginitis")
- 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
- Following the "Golden Rule" of customer focus - and the "Golden Goals"
- Collaborate to cope with global glut
- Building a ten year plan with the 16 principles
- Logical cell - when physical cell is impractical
- Managing chaos via economy-of-control management: tight control that's not too heavy-handed
YOUR INSTITUTE LEADER
DR. RICHARD J. SCHONBERGER
HONOURED WITH QUALITY GREATS
DEMING AND JURAN

World 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, Ellyahu 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/operators 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.


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, NEC, 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.
FIVE-STEP IMPROVEMENT PROCESS IN 16 GUIDING PRINCIPLES

1. Interlink world-class processes—toward sustained competitive advantage
2. Competing in a global world of excess capacity
3. Commerce inhibitors: Two thick-walled “castles” in one company
4. Toward strategic collaboration: Internal, immediate external partners, whole supply chain
5. Roles of multifunctional product strategy teams—under medium, and over-heated demand
6. Companies with a new, high-profit solution
7. Preference for best customers/products; raise the bar for the rest
8. Unifying production and final-use demand—through QR & VMI
9. Using cells in administrative processes to cut cycle times from days to hours or minutes
10. Cellular approaches: even in process industries
11. New wisdom on cells: Divide by volume (management issues), not just by process flow
12. Line-of-sight linkages to resolve process-to-process variation
13. Key issues in breaking up the functions to achieve customer/product focus

Guiding Principles 1-4: General

1. Team up with customers:
   - Interlink 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 teams—under medium, and over-heated 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 issues), not just by process flow
   - Line-of-sight linkages to resolve process-to-process variation
   - Key issues in breaking up the functions to achieve customer/product focus

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
   - Mismatches 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
Guiding Principles 8-9: Human Resources

8. Continual training for new roles
- Shifting premises and practices in human resource management
- From leadership to teamwork, 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. - core company's system
- 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 capacity - 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
- Designing 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, ongoing (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 waifs
- Praise improvement, scold laxity via signboard management
- Cautious approach to open-book management, open the books by degree
- 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

WORLD CLASS MANUFACTURING: THE NEXT DECADE

RICARD J. SCHONBERG

World-class manufacturing is here. This new book reveals what it takes to achieve world-class manufacturing - and how it will change the nature of business worldwide, create new business opportunities, and benefit the entire global economy.
Your Pre-arranged Group Could Save Thousands...And You Can Include Suppliers and Customers

Organize a group now and you can save thousands of dollars! If 25 of your disconsolate/staff members enroll one person each, the tuition is $699 x 25 = $17,475 total. However, if you assign one individual to coordinate a pre-arranged group of 20 and pay from one invoice per city, you may deduct $255 or a savings of $8,600.

12 Subsidized Coordinate Groups from 1 to 9 each, totaling 41 - SAVE A Potential $7,720

A collaborative plan also will be available to individual groups of 25 or more. The group discount is $255 per person, regardless of the location. The total tuition for 25 students is $699 x 25 = $17,475 total. However, if you assign one individual to coordinate a pre-arranged group of 20 and pay from one invoice per city, you may deduct $255 or a savings of $8,600.

Your Smaller Groups in Different Cities Still Earn a Combined Discount

A collaborative plan also will be available to individual groups of 25 or more. The group discount is $255 per person, regardless of the location. The total tuition for 25 students is $699 x 25 = $17,475 total. However, if you assign one individual to coordinate a pre-arranged group of 20 and pay from one invoice per city, you may deduct $255 or a savings of $8,600.

How to Start Earning Discounts

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

Discounts up to 47%

The discount is available in advance and includes: 1) a certificate for each participant, 2) a workbook, 3) a copy of Dr. Schönberger's book, 4) a luncheon and refreshments during the program. Your tuition level depends upon the number in your group. See the group discounts below.

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Cancellations, Transfers, and Substitutions

The tuition fee is refundable, less a $250 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 to confirm meeting dates. If you have any difficulty with the reservations department, just let us know and we'll take the appropriate action. All hotels are provided with complimentary access to local transportation, including rail and airport transfers.

Atlanta, GA
- Atlanta Marriott Northwest
  - Atlanta Marriott North
  - Atlanta Marriott Airport
- Atlanta Marriott Marquis
- Atlanta Marriott North
- Atlanta Marriott Airport

Chicago, IL
- Marriott Chicago Hotel
- Marriott Chicago O'Hare Airport
- Chicago Marriott
- Chicago Marriott O'Hare Airport
- Chicago Marriott Downtown Loop

Cincinnati, OH
- Cincinnati Marriott
- Cincinnati Airport

Costa Mesa, CA
- Doubletree Hotel
- Doubletree Airport
- Doubletree Airport
- Doubletree Airport

Schedule

Sessions will be conducted from 9:00 a.m. to 4:00 p.m. in the morning of the first and second day, and from 9:00 a.m. to 1:00 p.m. on the third day. Please arrive between 9:15 and 9:30 a.m. to check in and pick up your materials.

Frequent Flyer Program - Fly One, Earn Twice for Free Airline Tickets

There's no better way to earn free air tickets than through membership in the Travel Network, Loyalist, which provides travel services. Each program includes over 100 airline partners. By joining the Travel Network, you'll earn free air tickets on any major airline. Just purchase your ticket from Travel Network by calling (800) 635-1000 or 800-884-5898 ext. 8855.

CALL: (970) 669-8855 or 1-800-484-5898 ext. 8855
MAIL: Get on the dotted line and mail this form
FAX: Registration Form (970) 669-8855, or 1-800-884-5898 ext. 8855

Yes! We want to take World-Class performance to the next level. Please reserve at least one room for the following team member(s) in best-selling author, Dr. Richard J. Schönberger's two-day institute. We undersigned tuition of $895 each, $475 per person, and $755 for a group of 20 or more participants from our group. And we receive a single invoice for one or all four U.S. cities and still earn a combined "all-inclusive" discount.

1 Select your city:

[ ] March 24-25 Atlanta, GA
[ ] May 24-25 Chicago, IL
[ ] 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/Postal Code
Phone No. Ext.
Fax

4 Your priority code:

Fill in the 3- or 4-digit priority code that appears on the mailing label (above the name or to the right hand side of the address). The brochure does not have to be addressed to you.

5 Tuition due prior to Institute: Please fill in one of the following:

[ ] Pre-registration, paid in full
[ ] Payment in full, postmarked by [date]
[ ] Check enclosed in the amount of $ in the amount of $ in the amount of $ in the amount of $ in the amount of $ in the amount of $

Purchase order attached #

6 Check all that best describe your organization:

[ ] Rep/agent/consultant
[ ] Sale/retail/wholesale
[ ] Job shop/Cust 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. Schönberger in person, or at his start, is available for presentation to your company or your professional association. Join companies such as Hewlett-Packard, IBM, Digital, 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.