

DE MEP

DELAWARE MANUFACTURING EXTENSION PARTNERSHIP



MANUFACTURING
EXTENSION PARTNERSHIP
National Network



DEMEP Helping Delaware's Manufacturers Grow

LETTER FROM THE CHAIR

Greetings!

It's been another productive year at the Delaware Manufacturing Extension Partnership (DEMPE). Over the last year, we have introduced Delaware manufacturers to the National MEP Supply Chain Optimization program.

As you'll read more about in our feature article (page M4), Supply Chain Optimization is the application of processes and tools to ensure the optimal operation of a manufacturing and distribution supply chain. It involves the optimal placement of inventory within the supply chain and minimizing operating costs.

At the Delaware State Chamber of Commerce's 2016 Manufacturing Conference & Legislative brunch in March at Delaware Tech's Terry Campus, a panel discussion was held with local manufacturers who have been engaged in reshoring production back to the U.S. and starting production here in Delaware. These companies must compete against international competition and build supply chains to support production here in Delaware.

To help them compete, DEMPE recommends that manufacturers begin to utilize the Supply Chain Strategic Services. This past summer DEMPE began holding courses for Total Cost of Ownership and Risk Management to help organizations develop internal resources and alignment with strategic planning. The Total Cost of Ownership looks at the true total cost which goes well beyond simple piece price and shipping cost analysis. Risk Management looks at identifying, analyzing and computing the impact of risk.

In addition to Supply Chain Optimization, DEMPE, along with strategic resource partners, continue to support Delaware economic growth through exporting. Our ExporTech™ program continues to prepare and focus companies' exporting efforts through a two-month program which includes group education and individual coaching to create a successful exporting strategy. Many of our graduates are beginning to show significant growth in foreign markets thanks to the strategies developed during the ExporTech™ program.

Companies looking to improve their share of the global market place should contact DEMPE to schedule a roadshow visit with DEMPE and our resource partners to understand the program and the breadth of support available through our resource partners to help with foreign market growth.

DEMPE is continuing to develop and bring new services to Delaware manufacturers that can help them meet everyday challenges, improve profitability and grow market share.

Cheers to a successful and profitable year.

Sincerely,



Kathy A. Janvier, Ph.D.



On the cover:

DEMPE's Jim Jones stands with Robert Sobieski and Kim Sobieski, of J. F. Sobieski.





DELAWARE MANUFACTURING EXTENSION PARTNERSHIP



YOUR PARTNER IN MANUFACTURING

The Delaware Manufacturing Extension Partnership (DEMEP) is one of the state's "hidden" treasures. The 501(c)3 non-profit was created by Delaware manufacturers and the Delaware Economic Development Office in 1993 to help Delaware manufacturers stay competitive in a global economy.

There are 60 Manufacturing Extension Partnerships (MEPs) throughout the country. Some are run through partner organizations, while others are independent. DEMEP functions on behalf of Delaware Technical Community College, and is based at the College's Stanton Campus.

As part of the national network of MEPs, DEMEP agents have access to the experiences and knowledge of fellow agents across the country including the National Institute of Standards and Technology's (NIST) Hollings MEP partnership.

So what does this all mean to the small and medium-sized manufacturers in the state of Delaware? It means that they can look to DEMEP as a trusted business advisor, who can help companies create (Lean) Continuous Improvement Cultures and implement Quality Management Systems. Beyond this type of training and consulting, DEMEP has access to the entire MEP network and resource partners to help companies find new ways to accomplish their goals.

Our Mission

"We provide cutting edge services and leverage our partnerships, community connections and technology resources to enable Delaware manufacturers to innovate, create more jobs, increase their profitability and successfully contribute to Delaware's economy."

Our Vision

Grow and transform manufacturing in Delaware, leading to new jobs, profitable companies and renewed pride in our manufacturing sector.

To learn more about DEMEP's services and training, visit www.demep.org or call 302.283.3131.

DEMEP OFFERINGS

The below list is a sample of some of DEMEP's most popular service offerings. However, DEMEP is able to bring together resources to provide any type of training that a manufacturer may need.

- Principles of Lean Manufacturing with Live Simulation
- Value Stream Mapping
- 5S Workplace Organization and Standardization (Creating a Visual Workplace)
- Set-up Reduction/Quick Changeover
- Total Productive Maintenance (TPM)
- Performance Measurement for Lean Enterprise
- Leadership for Value Stream Management
- Poka-Yoke (Mistake Proofing)
- Tools and Techniques for Problem Solving
- Team Building for a Lean Culture
- Standardized Work
- Cellular/Flow Manufacturing
- Lean Office & Administration: Value Stream Mapping for Non-Production Processes (Office Value Stream Mapping)
- Pull/Kanban
- Practical Statistics Tools
- Design of Experiments
- Essential Leadership Skills for a World Class Enterprise
- ISO9001 Overview of the Standard
- ISO9001 Internal Auditing – A Process Approach.
- Transitioning to ISO9000:2015
- Six Sigma Greenbelt and Blackbelt
- Strategic Planning
- First Line Supervisory Training
- Health & Safety
- Health & Safety Training
- Lean Product Development: Reducing Time in New Product Development
- Lean Product Design: Reducing Cost in New Product Development
- 3P: Production, Process, Preparation
- Supply Chain Optimization
- Total Cost of Ownership
- A3 Report Writing
- ISO 14000
- ISO/TS 16949 – 2002: The new global automotive QMS standard
- Additional ISO Course Available Upon Request
- Innovation Engineering Jump Start, For Small & Mid Sized Companies

Robert Sobieski, Vice President of Field Operations; Kim Sobieski, Purchasing and Inventory Manager; and Jim Jones, DEMEP Specialist stand at Sobieski's newly expanded warehouse in Wilmington, DE.



DEMEEP

Helping Delaware's Manufacturers Grow

By Allison Hayes

When a manufacturer in Delaware is looking to grow, there is one resource they can turn to in order to be sure the process is smooth – Delaware Manufacturing Extension Partnership (DEMEEP). DEMEEP is a non-profit organization created by Delaware manufacturers and the Delaware Economic Development Office to help Delaware manufacturers stay competitive in a global economy.

One way that DEMEEP accomplishes this is by teaching manufacturers to be Lean – a process of maximizing value by minimizing waste of both time and materials. Today's DEMEEP continues to teach companies to practice Lean and continuous improvement techniques but it also helps companies compete in today's global

marketplace. One way they do this is through ExporTech™, a program that helps companies enter or expand in global markets. Today's DEMEEP is nimble, knowledgeable and innovative – and works with manufacturers to give them the tools to grow and thrive

Continuous Improvement

Companies trained in Lean manufacturing begin to change from the inside out. Many of DEMEEP's customers report that after going through Lean training, they experience a complete culture change. And the most successful way they make sure that every employee, no matter the position, is trained and on board with this transformative way of doing business.





*“We embarked on a
Lean journey that is
far from over.”*

Lean changes the focus of management to optimize the flow of products and services through “value streams” that flow across technologies, assets and departments.

One of DEMEP’s successful Lean clients is J.F. Sobieski, the leading provider of mechanical services for the commercial and residential markets in the Delaware Valley. The family-owned company has grown over the past 30 years from a one-man, one-truck and one-shed operation to a 300+ employee enterprise grossing over \$60 million in revenues with operations in Delaware, Maryland, New Jersey, Pennsylvania and Virginia.

Sobieski turned to DEMEP to strengthen their new home division. They were doing well, but felt they could be doing even better. One example was that for each new home project, the company was taking five to six trips to the site with materials. They also had some issues with inventory management and tracking. Pulling materials for each new job could take 45 minutes to an hour and any time saved would help the company have more time to take on new jobs.

Management decided to pick one division of the company to focus on first, and chose Mechanical Construction because the employees in this division were very schedule- and process-driven. DEMEP first helped the company complete a value-stream map, which pointed out areas in which they could improve, a process that was “painful but eye-opening” according to executive Robert D. Sobieski, Vice President of Field Operations. The company then embarked on a Lean journey which helped find solutions to issues found in the value-stream mapping.

DEMEP helped Sobieski to focus on inventory management – right material, right time, right place. This helped workers to pull materials faster and more efficiently and balance the

replenishing process. It also limited the number of trips necessary to new home sites. Sobieski executives also have the tracking they need to make more informed decisions based on the facts. They can accurately determine how many trucks they will need to handle an increased work flow, for example

The results of this exercise were measureable:

- Increased Mechanical Construction division growth by 25%
- Time spent pulling items for a new project decreased from 45 minutes-1 hour to 30 minutes
- Trips to each home site reduced from 5-6 to 2-3, saving both time and money
- Accuracy for first-time pulls of materials increased from 70% to 99%

According to Sobieski, “We embarked on a Lean journey that is far from over. We want to apply it everywhere in the company, but we are starting with an “island of excellence” in the Mechanical Construction division. We are seeing big results – it’s been a grand-slam.”

The company has built on its success by expanding Lean principles to other areas. And the growth has not stopped. The charge now is to manage the growth. “We always want to know what the end result looks like,” said John Sobieski, III, president of the company. The company is also focused on measuring their success, so that they can keep improving. They recently purchased a new office building and training facility and have plans to build a new warehouse and manufacturing facility in order to centralize and grow the company to be able to service even more customers. All the while, they are focusing



Quick Facts about Agilent Technologies in Delaware

- ~800 Employees at 2 Sites, payroll of \$68M
- Jobs in Manufacturing, Sales, Service, Marketing, R&D
- Recognized for Innovation, Work Life Balance and Green
- Every employee gets paid time for community service



Agilent Technologies

Located on Centerville Road in Wilmington and in First State Industrial Park in Newport, Agilent Technologies manufactures analytical equipment and consumables used by scientists all over the world. Customers use our products in chemical, energy, environmental, forensics and pharmaceutical applications to determine the content of their samples for R&D, QA/QC and Process Control. Our products have been used to catch doping at the Olympics for years.

Specific products built in Delaware are Gas Chromatographs (GC), GC Mass Spectrometers (GCMS), Liquid Chromatography Columns and other peripheral devices used by chemists



in their laboratories. We are #1 in our core markets with these products. We have careers for Chemists, Buyers, Engineers, Technicians, Operators, Material Coordinators, Planners and many other career focus areas. Visit us at www.agilent.com

on smoothing out the bumps to make sure the business is ready for its next step. "The Lean journey has helped us to become not just a state company but a regional one," said John Sobieski, III. "We would not be where we are today if it wasn't for working with DEMEP"

ExporTech™

In addition to helping manufacturers with Lean continuous improvement, DEMEP realized that they could not ignore the pull of the global economy. Small and medium manufacturers were facing tough decisions about how to enter or expand in a global economy. ExporTech™ is a national export assistance program, developed by the NIST Manufacturing Extension Partnership National Network and the U.S. Export Assistant Center – both of the U.S. Department of Commerce, which helps with these issues.

ExporTech™ is the only national program where each company develops a written export plan that is vetted by a panel of experts upon completion. The course also connects companies with a wide range of world-class experts that

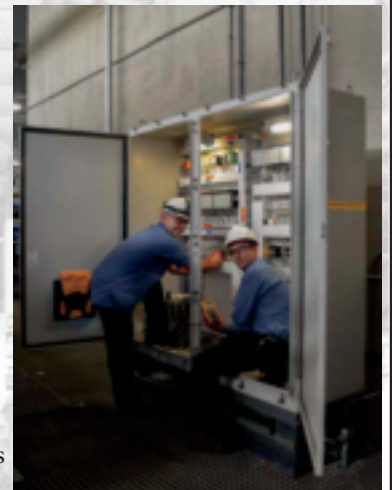
help navigate the export sales process. The result – companies are able to rapidly expand global sales and save countless hours of effort.

DEMEP has organized an "Export Road Show" that travels to a manufacturer's site to personally introduce the resources available. The road show includes a meeting with exporting experts to discuss an organization's needs. The Road Show consists of many resource partners such as the U.S. Commercial Service, Global Delaware, World Trade Center Delaware and the U.S. Small Business Administration.

One DEMEP client that has been helped by the ExporTech™ program is Solar Unlimited North America, LLC, a small Lewes, DE-based business that designs and installs solar hot water systems for domestic hot water and space heating on Delmarva and throughout the mid-Atlantic. George Chambers, president of the company, said a downturned economy encouraged him to look at foreign markets as a new source of business. He completed the ExporTech™ program and has been successfully navigating expansion into Mexico.



Kuehne Chemical Company, located on River Road in New Castle, is a producer of sodium hypochlorite otherwise known as bleach. Kuehne is the largest producer of bleach in the Mid-Atlantic region and our Delaware Plant services water and waste water municipalities as well as many industrial users, distributors, pool companies, and packagers up and down the I-95 corridor from North Carolina up to Pennsylvania and New Jersey. Kuehne has always been an innovator, and in 1999 we installed a first of its kind, state-of-the-art brine electrolysis process for producing bleach. This is now becoming a standard across the world and is commonly referred to as a BTB process (Brine to Bleach). That spirit of innovation and change remains today as we constantly search for more sustainable ways to produce bleach to meet our customers and communities expectations.



Quick Facts about Kuehne:

- 48 employees across 2 sites in Delaware
- 120 employees Company wide
- Includes our own Transportation Fleet
- Jobs in Manufacturing, Transportation and Engineering
- Family owned and operated for nearly 100 years

For more information please visit us at: www.kuehnecompany.com



“Most people want to know everything before they do anything. In the exporting market, this is not possible.”

George Chambers with Ingeniero Michael Correa on the roof of Hospital Angeles Acoxpa, Mexico City, April 2016. Correa is in charge of maintenance for the hospital.



Located in Dover, Delaware, Edgewell Personal Care is passionate about helping people be at their best when it matters most. The Edgewell family of brands has a product for everyone -- with well-established brand names such as Schick® and Wilkinson Sword® men's and women's shaving systems and disposable razors; Edge® and Skintimate® shave preparations; Playtex®, Stayfree®, Carefree® and o.b.® feminine care products; Banana Boat® and Hawaiian Tropic® sun care products; Playtex® infant feeding, Diaper Genie® and gloves; and Wet Ones® moist wipes.

We have careers for Supervisors, Engineers (Quality, Process, Mechanical, Electrical and Industrial) Production, Administrative, and Management.

Quick facts about Edgewell Personal Care

- 514 colleagues in Dover and continuing to grow
- Global team of 6,000 visionaries, doers & makers
- Portfolio of over 25 brands touching lives in more than 50 countries
- Over 80 years in Dover, Delaware

Visit us at www.edgewell.com

On a recent trade mission to Mexico, he connected with a state's largest hospital system and is currently doing a pilot project to bring solar hot water to two hospitals. If all goes well, he will have the opportunity to sell systems to the other 22 hospitals in the group.

"I recommend that other companies give ExporTech™ a try," said Chambers. "Most people want to know everything before they do anything. In the exporting market, this is not possible. But the ExporTech™ program can give you the resources to be a problem solver."

Looking to the Future

As DEMEP looks to the future, they plan to continue their focus on Continuous Improvement, bring the ExporTech™ Road Show to many more manufacturers, and explore emerging areas such as supply chain optimization. During the last year, DEMEP has begun to introduce Delaware firms to the National MEP Network's Supply Chain Optimization (SCO) program. The national program focuses on the average 60% of business expenses that lie beyond the four walls of a company.

DEMEP offers SCO Executive Strategic Planning to help organizations manage and address supply chain issues. DEMEP will also dive into helping manufacturers assess risk and manage the total cost of ownership.

And, for those companies carrying ISO9000 certification, NOW is the time to prepare for the conversion from the 2008 standard to the new 2015 standard. To help prepare companies for this transition, DEMEP has developed several solutions. Over the past few months an ISO 9000:2015 Transition Course has been offered to identify and explain the updates to the standard. In fall 2016, DEMEP will offer courses such as "Writing your Quality Manual" and "Internal Auditing to the 2015 ISO Standard." For businesses requiring transitional support, DEMEP has developed an approach to upgrading an organization to the new standard.

As DEMEP continues to look ahead to the issues that will affect manufacturers' success, they will plan and develop additional tools, resources and strategies to help Delaware's manufacturers grow and thrive.



Mountaire Farms is committed to Quality, Service and Value



Mountaire Farms is the seventh largest poultry company in the U.S. and a time proven industry leader. We have deep roots on the Delmarva Peninsula and a commitment to our communities, including providing excellent jobs at our facilities in Selbyville and Millsboro.

With our commitment to quality, service and value, we are well positioned to serve customers locally, nationally and worldwide, and continue as one of Delaware's leading manufacturing companies.

Millsboro: 2900 John J. Williams Hwy. – Selbyville: 50 Hosier St.

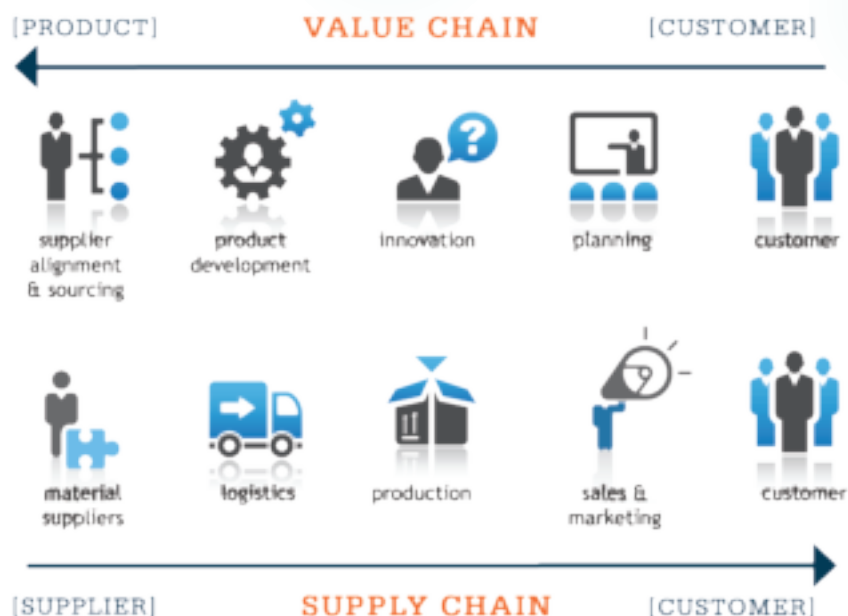
www.Mountaire.com



WHAT ARE YOUR SUPPLY CHAIN WEAKNESSES?

Risk is everywhere. It doesn't sleep. It often shows up uninvited and at the most inopportune time. Manufacturers most trusted resource, the NIST-Manufacturing Extension Partnership, provides a step-by-step roadmap to help manufacturers **address risk, increase visibility and create supply chains that function at optimum capacity.**

We'll show you how to apply constraint theory concepts that address risk, and account for total cost of ownership, so you may make informed sourcing decisions that increase the flow of products from suppliers to customers, using a value system model.



To learn more about Supply Chain Optimization,
visit www.demep.org or call 302.283.3131.