"13 <u>Critical Mistakes</u> That Sabotage Even Your Best Efforts To Improve Poor Inventory Data <u>Every Day</u>."

What We Learned <u>the Hard Way</u>, that <u>No One</u> Else Will Ever Tell <u>You</u>.

Does your company have a history of less-than successful attempts to fix inventory?
Has low accuracy plagued you for a long time — maybe even years?
Is your physical inventory met with less than great enthusiasm?
Are you tired of cycle counting with mixed success?
Would you like the complete solution to your problem?

**13 Secrets That 99% Of All
Inventory Control Professionals
Don't Know
And
Will Never Find Out!**

The little secrets are finally revealed:

Even Some Of The Best Manufacturing Companies In The World <u>Suffer</u> From And Continue To <u>Struggle</u> With The Costly Negative Impact of
Poor Inventory Data . . . . . .

- Poor Inventory Data that **causes you to work overtime**
- Poor Inventory Data that **turns supervisors into expeditors**
- Poor Inventory Data that **erodes the ability to deliver on-time**
- Poor Inventory Data that **makes your suppliers distrust your requests**
- Poor Inventory Data that **cuts into precious weekends with your family, and**
- Poor Inventory Data that **shrinks those bonus checks at year end**.

Dear Friend and Inventory Control Professional:

Hi! I'm Tom Ribar and I've been working in and around manufacturing for over 25 years. If there has been a theme or a constant in my work it has been in the area of inventory accuracy. Please allow me to start with a brief story of how I came to this list of 13 things.

I have worked in businesses or with organizations that have invested an extraordinary amount of time fighting fires, chasing missing parts and muscling orders out the door to customers, ... only to repeat the same process the next day.

It made me wonder!
Why are we doing this to ourselves?

It made me angry!
Is there not a way out of this mess?

How was I ever to have time to work on really improving the business when every moment of my time seemed to be consumed with fighting fires? I consider myself to be an organized person. I am an avid note taker and I create a prioritized **TO-DO list each day** before I leave work, in preparation for the next day. That part worked OK.

But that was the only part that worked. I can't even count the number of days that I came to work with the best of intentions; that is to work on the plan I had created the night before, but never got to crossing even one item off the list. On way too may occasions when the end of the day rolled around, I was not even close to the end of my TO-DO list. Again, I had invested (actually "spent") my entire day running from one emergency to the next. **Have you ever felt that way?** Be honest with yourself here. I know you must have at <u>least a time or two</u>!

Now don't get me wrong. I got a lot of stuff accomplished each day. But how did I feel? Not very good. — How would you feel? — How do you feel today?

I had crushed a lot of rocks, slayed many dragons and put out a bunch of raging fires. Yes, I was a good fire fighter. That part felt good. On the other hand, when I looked at the long term "project" responsibilities I had for things that would fundamentally improve the business over the long run, I would have to give my self a failing grade. I just did not get that job done very well at all.

I felt like I was chasing my tail, every day!

And that scenario played itself out day after day after day. Know what I mean?

I was no longer angry, . . . I was ticked!

I realized that I could not go on this way for too much longer. It was wearing me down both personally and professionally.

Roll the calendar forward

Let me roll the calendar forward a few years and bring you up to date. It took me a few years but we finally began to unravel the mystery. When I look back it all seems so simple. In fact I was even more than Ticked Off that I/we did not figure out the root cause of the problem many years before.

In short . . .

We had been trying to do many very interesting and also very profitable things in our company. Yes, we had the right idea. . . . . . .

But we had the sequence backwards.

We had been trying to improve the company but we had overlooked the basics. We had very basic company processes that were broken. How could there ever be time to improve when we were constantly on the run just fixing **routine things that did not happen routinely**. Only when I look back now am I able to really see how <u>unstable</u> our business was. But at the time, I did not have the words to use to describe our situation. I did not know what **Stable** or **Unstable** was. I realize now, however, that we were in a no-win position and had almost **no chance to improve unless we fixed the things that were causing that instability first**.

What do I mean by unstable?

You may have recognized it yourself. It is really a business that is not working to its maximum efficiency.

An Unstable company is one where:

♦ It's not fun anymore.
♦ Work life has become a constant struggle.
♦ The hours seem to be getting longer and longer.
♦ Nobody is recognizing you for the many hours you put in.
♦ You are beginning to feel like you are the only one who really cares.
♦ Today's problems are popping up faster than you can put yesterday's to rest
♦ Everyone thinks bills of material are very good, but no one really knows for sure because there is no company measurement that someone is responsible for.
♦ The pay is not enough to compensate for the many lost hours with your family
♦ Inventory accuracy is usually also an unknown. It is talked about, complaints are rampant and like with the bills, it is not measured and no one owns the metric.
♦ You fix problems day after day, and most times not even your boss notices the victory.
♦ And the increasing number of internal disagreements is taking everyone's focus off the fact that the enemy is really on the outside.

An unstable business is like the car that is out of tune. From the outside it is easy to hear. On the inside, however, it is difficult to detect. Because a car begins to run poorly over time, the person driving often cannot tell that it sounds badly until it is called to their attention. When they stop and listen and compare it to a well-tuned vehicle, for the first time they notice the noise themselves. Only then do they notice how "unstable" they have become. It is the same with a company and also with inventory accuracy.

How does a noisy car compare to the noisy (unstable) company? Very much the same. Seeing a stable business is more difficult, because like that well-tuned car, it is very quiet. You sometimes can't hear it. That is because in a stable company, **The Routine happens Routinely**. There are actually three key elements to help you assess the amount of stability in your company.

What does "Stable" mean in your company?

1. **First**, there is a **valid schedule** that is founded on **valid priorities,** calculated with **valid information**. That means that the daily routine can happen as planned, routinely. Most of the time. Putting out fires is now the exception.

2. **Second**, company **data is as near to perfect** as is humanly possible. That includes, engineering and bill of material data, customer order data, purchase order/schedule data, and inventory data. Now, that is not to say that exceptions do not occur. Of course they do. But that is what your good people, your human capital is for, to solve those problems and put out those fires that are truly unexpected. You have data that is so good that you rely on it regularly without having to double-check everything or to second-guess every decision. You regularly

measure and post the accuracy of your inventory and of your bills of material. You have come to expect your bill of material accuracy to always be 99% or better and your inventory accuracy is typically 95 to 98%.

       3. **And finally**, you have succeeded in creating a stable company if you can spend more time **Working "ON" the Business**, and less time **Working "IN" the Business**. That means you can invest your time working on business improvements for next month and even next year without "worrying" about getting out today's orders.

<p align="center">* * * * * *</p>

       Now put yourself in this picture. Imagine for a moment . . . . You start knocking off the items on your TO-DO list, one by one, working on the most important priority first and then the next most important one. AND, most of your priorities are longer-term improvements for the business. Sure, ... Every once in a while, you are interrupted by an unexpected skirmish, but you even deal with that in a routine manner and then get back to adding the best value you can to the business. And that is only by focusing on long-term fundamental improvements.

       I can hear you thinking:

"I can't do that"

       I know that seems impossible at the moment. Right? Why? Well, let's get back to the point of this <u>Special Free Report</u>. The topic is Inventory Record Integrity (accuracy). That was our **#1 Show Stopper** that had been getting in the way of us having a Stable Environment. Remember, a stable environment is a prerequisite to being able to focus on long-term improvements. (And I am sure that you know the long-term improvements are really the fun stuff to do.) It took many false starts and a great deal of analysis but we finally realized that all we had been doing in fixing things was reacting to "symptoms." And that the real root cause of many of our headaches was "Poor Inventory Data."

       Yes, we finally realized that until we focused on fixing our Poor Inventory Data, (One of the characteristics of a "Stable" company) that we would have little time for anything else.

       The following 13 items come from living it. . . . and fixing each and every one of them. Yes, it can be done, and **in only 90 to 120 days. I'll show you how later.**

<p align="center">**There were <u>13 critical mistakes</u> that we were making
<u>every day</u> that sabotaged even our best efforts to
improve our Poor Inventory Data.**</p>

       This list of 13 items is actually cumulative. I did not learn them all at once. I have compiled the list from the proven experience of many Successful companies over several years.

I have been involved in many aspects of manufacturing over the last 25 years (or so). And the one continuous "**Truth**" that I have learned over and over again is that we were never completely successful at any of our long term improvements until we addressed (and fixed) one of the key root causes of bad business performance, and that is **Poor Inventory Data**. Until we stopped the fire drill every time a customer called, we had no time for improvement. Now, clearly we had a vision and a desire to improve, but it took us a long time to figure out that we had to have the basics in place before we could really start having fun. We had to address the first thing first. That is the key.

So, What are those . . . . .

"13 Critical Mistakes that sabotaged our efforts?"
(That No One Told Us About)

Here they are. And remember. It took us a long time to figure these things out. Once we realized how fixing the bad inventory data was on our critical path of accomplishing many other things, we started taking it real serious. We got real focused on correcting these 13 critical mistakes that had been holding us back.

Let's get started.

Mistake #1 – Start Cycle Counting Too Early.

Sorry to burst your bubble right here on Item #1, but it is absolutely true. We started cycle counting way too early. We thought we were ready for it but we weren't. You see, we had the head set that cycle counting was the best, and maybe even the only, way to get to 95%+ levels of inventory accuracy.

Boy, were we wrong! We learned the hard way, and spent untold hundreds of hours cycle counting to see only marginal improvements, and that was over a very long period of time. And even then, the improvements were mostly illusionary. We were not able to sustain most of the corrections.

We spent all of our time correcting on-hand balances. I was seldom able to identify the root cause of the real issues very infrequently. You see the last time many of these parts were counted was during the last physical. In so many cases, that was months ago. Do you know how many transactions have taken place on many of these parts since then? Hundreds in many cases!

What I learned is that when we did find (I think we did anyway) a real fundamental issue, we never seemed to have the time or the even the patience to form a team to really fix it. So, another day of counting, and another day of adjusting the bad balances, with no end it sight. - - - - - - - - - - - - There was no time to do anything else!

Mistake #2 – Assign The Incorrect Person (S) To Do The Cycle Counting.

You get what you pay for. And did we ever learn that lesson well, - - - several times actually! We picked the person "who was available" at the time. All that person did was count -

- and I am not so sure that he/she did that very well. And what they did was count, count and count some more.

When he was finished each day, he would drop off the count sheets on my desk for me to review, enter into the computer, analyze the results and publish them. It seemed on most days that I had a far bigger job than the counter did. I always questioned why our counters could not play a bigger role in the overall inventory accuracy process. Well, the short answer is that we never took the time to train the person any further than just counting. And why do you suppose that was? — Quite simply, we were not sure that we could trust this person any further than just counting.

Mistake #3 – Maintain An Invalid Company Perspective On Inventory Accuracy.

Our top management had a very narrow view of how to have accurate inventory. It was very simple. *"If the people in the stockroom would just do the transactions correctly, you wouldn't have any bad data*." We then posted a warning sign of what punishment to expect when we would identify the culprit.

No more and no less. Just that, it was a people problem that would be solved by identifying the punishment for those doing the transactions incorrectly. The whole focus was on the stockroom manager and the staff.

When a problem is viewed as narrow, you will find all narrow solutions. That is exactly what happened to us. When the problem was not fixed in a few months, we replaced the stockroom supervisor.

And still the problem persisted.

Mistake #5 – Assume that your Bills of Material are better than they really are.

We did not understand the very close connection between bill of material integrity and inventory integrity. It took us way too long to see how every bill of material inaccuracy had the capability to initiate a large number of inventory errors. In fact the relationship was exponential. Part of our business was make-to-stock business, maybe 40%. The remaining 60% was, well we called it make-to-order, but we were really just doing a final assembly operation from a very large number of much more standard components.

I need to let you in on a little secret.
> *If you would have asked most people in our company about the quality of our bills of material, they would have told you that they were, "pretty good." That includes me. It wasn't until we actually started to measure how good they were that we knew for sure. And what we found out, shocked us, shocked our management and most certainly shocked our design engineers. They were not nearly as accurate as we had thought. Add to that, the fact that most people did not understand the relationship between good quality inventory and high levels of bill accuracy. That in large part explained why we put so little focus on improving our bills of material.*

We even thought that maybe the switch to our new ERP/MRP system would fix all those problems. Guess what! It didn't help one bit.

Mistake #6 – Do not hold manufacturing accountable for their transactions.

We had a great team of folks in manufacturing. They made more magic happen every day than most of us ever gave them credit for. They were usually the ones to point out the inventory accuracy errors because in most cases they were the ones who had to develop the short cuts or the work-arounds when were short of a component.

But there were a couple of transaction types that they did not understand how they impacted inventory. They either didn't do them at all or they did them late. — Sometimes long after the manufacturing or customer order had closed out. In either case, our ERP/MRP system didn't have the right numbers and it marched merrily on its way with bad data. Every day, we could count on a visit to materials by our manufacturing guys with another list of parts that had bad balances, not realizing that in many cases they helped to create the bad balance themselves by the transactions they did not submit.

Mistake #7 – All of today's transactions are not processed today.

Since we were running around the clock, 7 days per week, we really struggled with getting transactions turned in or even input into our MRP system regularly. There was no downtime. Sometimes transactions sat undone for several days. On some occasions transactions continued to still straggle in over seven days after the material had physically moved. As a result of this one single error that we continued to make, we forced our cycle counting people to work three or four times as hard as they should have. We really messed up here.

PS – Even in the days prior to use starting the 24/7 operation, back when we were just a two shift business, we still had this same problem. The 7-day per week operation just allowed us one more excuse to have delayed transactions.

Mistake #8 – The stockroom is staffed only on 1st shift.

We were a multi-shift. Around the clock, seven days a week we were running production. We were a supplier to automotive, and as such, margins were tight and getting tighter every year. To keep our costs down, we did not have stockroom coverage except on 1st shift. We kept our costs down, yes, but we continued to pay for this error many times over what additional personnel would have cost us.

Mistake #9 – Do not deal with Tree Huggers and Company Alligators.

First, a couple of definitions are in order. You are probably wondering what a Tree Hugger or Company Alligator is. OK. A "Tree Hugger" is a person who overtly defies change and openly stands in the way of progress. This person does not try to cover up his/her reluctance to move forward. He/she challenges you at every turn.

The "Company Alligator" is not quite as easy to detect. This type of person detests change and fights it just as the Tree Huger does, but this person challenges the change much more covertly. He/she is much more difficult to find.

Our management team was wimpy in their dealing with these sorts of people. As a result, we were shot at and ambushed every time we tried to implement any new procedure or make any change to **"the way we had always done it."**

Mistake #10 – Become ISO certified and view it as "the end."

On the surface this certification looked really good. And I suppose in the eyes of our customers it did help us, at least I think it did. But it also pushed us into a false sense of security. We gloated at our accomplishment and were lulled into thinking that this certification meant that everything was working the way it should.

Well, it might have been working as it should, or as we had documented it, but our inventory transactions were not working as they should. In fact, even "pretty good" would be stretching the truth in the area of inventory accuracy. But we had the certification, and who was going to stick their neck out and explain to our management that we still had problems to deal with. One of the most serious was with our poor inventory accuracy.

Mistake #11 – We did not know how to sell management.

While we thought we had a serious inventory accuracy problem, we were never able to convince management. Their focused seemed to be much more on the 'symptoms." They had us chasing issues like poor productivity, excess inventory, shortages and late shipments. As such, we to busy to carve out the time and create a true cross-functional project team to attack the root causes of the problem.

It was expected that our Materials Department would be able to fix the problem as part of the normal course of their everyday responsibilities, because "that's what their job is." In truth, not everyone who affects inventory reports to Materials, so to change those attitudes and behaviors requires a company focus. That is why we needed to make this be a company-sponsored improvement team and not just a Material focused effort. The problem was that we did not know how to speak in the language that management understands, and that is dollars and cents.

Mistake #12 – Use back flushing as a labor saving technique.

We thought that back flushing was a cool software feature that would allow us to reduce the manual transaction load. We elected to turn on this feature when we implemented our new ERP/MRP system a few years back. On the surface it looked like a really great answer to all the typing errors and paperwork that was almost impossible to read. We were sure that this was going to be instrumental in our quest for 95% inventory accuracy.

What we didn't realize until it was too late, was that we had not earned the right to turn this software feature on. We did it way too soon after implementing our new ERP/MRP system. It did reduce the manual transaction load, but it severely damaged the accuracy of our inventory records.

Mistake #13 – Go about fixing bad inventory data in an informal way.

We were convinced that correcting our poor inventory integrity was really no big deal. We were all professionals. Most of us had worked somewhere before we came here. We were educated; some of us even had advanced degrees. We asked ourselves, maybe in an effort to convince ourselves of our experience and proficiency, "What's the big deal about fixing a few inventory transactions?"

Oh, how wrong we were. We vastly underestimated the seriousness of the underlying problems. We understood the superficial issues, but totally missed the root causes and the underlying problems. This was an assumption that we made right at the start and it handicapped us for over a year until we learned different.

> I know I promised you 13 items. I couldn't limit our mistakes to only 13.
> Here is a Bonus Item — It is Mistake Number 14.

Mistake #14 – Believe that you know all the answers.

Let's face it, our egos got in the way. We treated the problem as a "no big deal" issue. We never put anyone in charge, and well you know the story if you have read the first 13 mistakes in this Special Report. As I try to go back and retrace our bad steps, it is clear to me that we set out believing that we had all the answers and we knew exactly how to go about a project like this. How foolish that was, in retrospect. We had never done a project like this before. We did no research about ways to go about this effort before starting. We did not even talk to anyone who had successfully achieved the objective of 95% inventory accuracy in their business.

As I look back, I realized that I had done more advance work in preparing to write a high school term paper than I did in preparing for this incredibly important project in our business. It was never the lack of people willing to help, or the lack of skills or money that held us back, but it was the **Lack of Knowledge!**

We just never took the time to search it out before we started. So our journey to success was a long one. We did not understand it as we got going but we were really in R&D mode to figure out how to fix the poor inventory records in our business.

But here is the good news out of all my struggles.

It does **not need to be an R&D Project for YOU**. As I told you earlier, I am an avid note taker. This skill came in handy over the years because I was able to document the entire process that we followed. Both the good and the bad.

I am now able to conclude that **. . . . .**

There IS a Proven Approach to Inventory Accuracy success.

And I have now packaged it into a Power-Packed 2-day experience for you.

It has now been a few years since I worked full time in a manufacturing company. I finally took the time to re-think all that I had learned in the pursuit of high levels of inventory accuracy and commit the lessons to paper, in the form of this Special Report. But I went one step further and **created a workshop** to teach you not only what I leaned by doing it myself, but also what I have learned from helping many other companies achieve the same goal. — 95%+ levels of Inventory Integrity.

Since my years in manufacturing, I have been able to improve and streamline what we did to make it even better. This 8-step proven process now has been tested, tested and retested by hundreds of companies in recent years. And YES, they have been successful at achieving their objective of 95% inventory accuracy.

Many bottles of Excedrin later, and what it took me years to learn you can learn in 2 intensive days.

It is called:

Achieving Inventory Record Integrity in 90-120 Days

The first step on YOUR journey to 95%++ inventory integrity is to get you team formed and then educated. You do not need to go into the R&D lab like I had to. You and your team can learn the 8-step proven process in only 2 days time. Now I want to be up front with you. These are two long and intensive days, working with your team, creating your tailored plan of action. When you get back to the plant, there is no "wondering what" to do. You can get busy "doing," and be on the road to correcting this long time accuracy problem in your business.

There are no Gold Stars for figuring out "what" to do. There are, however, accolades and recognition for **Getting The Job Done**. You can be the hero in your company when you complete the project successfully and achieve the magical 95% goal of inventory integrity. You will have successfully completed what no one else in your business has been able to do.

This workshop is as close as you come to a guaranteed sure-bet. You and your team can acquire everything you need to be successful. It is comprehensive and nothing is left out. Our instructors are all pros. This is not the time for you to trust a rookie or a novice to be your guide

Ask yourself — How many years and how many "less-than-successful" tries later can I shave off my learning curve if I knew the exact course of action to take today?

The answer is Many! — Right? — Of course That's Right!

The best news for you begins on the following page. - - - - - - - - -

Even the Best Materials Manager or Inventory Control Professional Will Struggle and Suffer without the <u>RIGHT Knowledge</u> to Fix the Problem of Bad Inventory Data

Please reflect back on the point I made a few pages ago, that it is not lack of skills or money that holds most companies back, but it is a **Lack of Knowledge**! And that is not meant to be a slam on anyone or on any company. If you have never done a task before, or never played a new sport before, then obtaining the necessary **New Knowledge** is a major factor that is standing in the way of new successes.

For 8 years, my company, Management Solutions International has been conducting standing room only workshops to help companies fix their plaguing inventory integrity problems. These workshops (which are actually called Boot Camps) are held all across the country, to rave reviews. These sessions fill up soon after they are announced. Participants are actively engaged throughout the workshop and return to their companies energized, full of confidence and organized **with a project plan in hand** to launch their inventory integrity "Fix-it" project. YES, That's Right! People leave with a plan in hand saying. **"Now I know exactly what to do to be successful."** None of what you so frequently hear when people return from a typical seminar saying, "Well, it was interesting."

> "I've been to a lot of seminars on various subjects and this one gave our team the **most comprehensive implementation plan** of them all."
> J. Kugler
> Master Planner
> Karma, Inc.

Our team of coaches and instructors has all done it before. Personally I have helped hundreds of manufacturing businesses fix their Poor Inventory Data. Each has used the Proven 8-Step Process developed and refined by us at Management Solutions International.

We only do 3 or 4 boot camps each year now. And the next one is coming up in just a few weeks. There is no time to waste. We limit registrations to keep the class interactive so you will want to call right away to register you and your team to participate.

I guarantee that what you learn will really work and can actually be applied? The objective of the Boot Camp is to make you self-sufficient when you complete the 2 days with us. The vast majority of people who attend, can do the project on their own when they get back to their company. You should not need us. However, if you come across a question or two, we are always available on the phone to help our Boot Camp graduates.

> "As a result of this course, I am much better prepared and very much more motivated to get the Inventory Record Integrity job done."
> D. Renfer
> Production Engineering
> Fiamm Technologies

The core of the Boot Camp is the 8-Step Process that has been proven in hundreds of cases, in companies big and small, and in a wide variety of industries. If you are a Make-to-Stock, business, Assemble-to-Order, Make-to-Order, running MRP or not, focusing on Lean Manufacturing, experimenting with Just-in-Time or have fully implemented a Demand Flow philosophy, the process will work for you. It is cross-industry and cross the country applicable.

What Makes this Boot Camp so Special?
What exactly will you learn?

You will be able to learn and understand the entire 8-step proven process for achieving inventory accuracy. All visuals used to illustrate points are included in the **"filled-to-the-brim" student guide**. What is not included in the outline below are the numerous networking discussions that take place in the hallway, at breaks or after the formal part of the day is complete. Many people tell us that these meetings were as valuable as the Boot Camp itself. The Boot Camp is organized into three distinct sections, or phases to coincide with the three phases of your project.

Here is what you will experience:

Part 1: Preparing for Success - Discovery

- The three cornerstones of team success
- The 8-step process. This is the Proven Path
- Five skills that each team member must have
- The difference between accuracy and integrity
- Discover the impact of lead time on inventory
- How to choose the team for maximum success
- How to sell your business case to top management
- How to separate the people issues from the process problems
- How to reduce the negatives of having a controlled stockroom
- How to create a compelling business case for inventory accuracy
- Why top management must lead - and how to convince them to
- The things you must not forget in documenting the inventory flow
- The most powerful team agenda to ensure a "no surprises" project
- Overcoming the perceived risks of stocking parts on the shop floor
- How to make optimum use of your factory blueprint to guide this project
- How to overcome the common rationalizations for not fixing the problem
- Understand the real impact of poor data integrity on your planning process
- Why high levels of integrity must come before reducing the total inventory
- Why you need to achieve inventory integrity above all other business goals
- Why have many inventory accuracy projects been a career job - and
- How to make sure yours is not

Part 2: Establishing the Process of Success - Design

- The critical use of the transaction impact table
- Why all procedures need a supporting flow chart
- Understanding the correct storage unit of measure
- How and when to train to ensure long term understanding
- The critical importance of the daily transaction cut-off time
- Why awareness training for everyone is absolutely essential
- The most common stock room locating method to ensure success
- How to use the transaction matrix to summarize the future condition

- How and why to include those "fringe" players in the training process
- Understanding the key differences between stock and work in process
- How to identify the best storage multiple to support inventory accuracy
- The six prerequisites to allowing any automatic deduct type transactions
- The importance of creating an overall policy before enforcing procedures
- How to use spin-off projects / teams to achieve the best long term solutions
- The keys to identifying who is responsible for inventory and the transactions
- How interchanging the terms "on-hand" and "available" will get you in trouble
- How to reconcile the financial and the production perspectives on work in process
- Why back flushing is an earned right, not a birth right and what to do about it

Part 3: Confirming the Process of Success - Implementation

- How to use the proven 8-step process on future projects
- How to use counting tolerances in the appropriate manner
- When to integrate location-based cycle counting into the mix
- How to decide when and if you need to count work in process
- How to make the daily selections of which parts to cycle count
- How to utilize the 6-step process to making cycle counting be effective
- When to start cycle counting to so it can help you achieve the 95% goal
- How to use a cycle count control group in a way you would never imagine
- How to make inventory accuracy be part of everyone's thinking, every day
- Why a physical inventory puts more errors into the inventory than it takes out
- Effective and simple ways to post results every day in each area of the business
- How to ensure that you will never have to take another physical inventory - ever!
- How to use your company problem solving methodology to get to the root of the problem
- How to use cycle counting to get the results you always thought your physical inventory was achieving
- How to organize inventory so that poor data integrity does not interfere with your lean production or demand flow objectives

What if you are different and have a lot of very special issues?
Will this Boot Camp still help you?

YES! The 8-step methodology that you will learn from the Inventory Record Integrity Boot Camp has been proven to be successful in the biggest of companies and in the smallest you can imagine. It has been successful in the highest volume repetitive companies as well as in the lowest of the low volume make-to-order businesses where quantities are unpredictable and infrequent. It works in good economies and bad. It works in business with lots of part numbers and in companies where the number of parts is few. It works in wholesale as well as in manufactures that are supplying to retail.

> "In my 5 years in inventory control and 10 years in purchasing, this was the most insightful program I have ever attended."
>
> M. Kanoski
> Senior Buyer
> Zenith Controls

> One recent story, a mostly make-to-order manufacture with sales in excess of 50 Million Dollars annually embarked on a project after their entire project team attended the Boot Camp. The short version of their success story is that they implemented a new ERP system 3 years ago and have been applying lean manufacturing principals throughout their plant. Inventory accuracy was still a serious problem, however. In the initial stages of their project, using the proven 8-step process then learned at the Boot Camp, they identified over 600 individual problems, issues and concerns about their inventory process. Over the course of the next 150 days, their project team led the correction of those problems and today they have proven inventory accuracy in excess of 95%.

How long would it take your cycle counters to uncover 600 problems? Better yet, how long would it take your cycle counters to implement 600 corrective actions? You will quickly find, as the company above did, that the power of the 8-step process is that is helps you uncover this many issues very quickly.

While others around you are complaining about how bad things are and about how unique they are, and about how "this will never work here", you'll be making more money than ever before because you will have fixed one of the biggest problems that is standing in your way, that is Poor Inventory Data.

Now's Your Chance to Acquire The Knowledge To Unlock This Powerful Way to Make Money For Your Company

In today's uncertain market, it is foolish to only be looking outward, to new customers, to increase sales and generate more profits. The savvy executive and manager are now looking inward to figure out where additional profits can be generated within the four walls of the business. Correcting that nagging problem of poor inventory data, is one of the most profitable projects you can undertake. How do I know? I have collected the data from the many companies who have come to the workshop and those with whom we have worked. This is what they told us. This is their data.

For Companies with Sales of 20 Million Dollars or less per year.
The average Annual Savings have been $544,000.

For Companies with sales of 21 Million Dollars to 50 Million Dollars per year.
The average Annual Savings have been $1,557,500.

For Companies with sales of 51 Million to 200 Million Dollars per year,
The average Annual Savings have been $4,087,083.

AND we have the Best Guarantee you will ever find. You risk nothing. We bear all the burden of the value you place on the boot camp.

Better Than Risk-Free, Money Back
DOUBLE Guarantee

At Management Solutions International, we are positive that the proven 8-step process that you will learn in the Boot Camp is the best around. In fact, we are so sure that you will be able to immediately implement the plan, and see results that we offer a no-questions-asked, 120-day money-back guarantee.

This really provides you with a **DOUBLE** Guarantee. **First,** if you find that the boot camp (workshop) did not live up to your expectations, you can immediately ask us for a refund. No questions asked. You make the call.

Also

And **Secondly**, you have a **120-day (YES — 120 Days) No-Questions Asked guarantee**. That means you can attend the boot camp, return to your company, form your team, complete the project and still, If at any time within 120 days of your participation in the boot camp, you realize that you weren't completely head-over heels, jumping up and down thrilled with the Boot Camp or the results it helped you achieve, call me directly for an immediate no-questions asked full refund of your Boot Camp fee. This guarantee is very straightforward. No teeny tiny print. No notes needed from your mother. If you aren't happy for any reason, return your stuff to me within 120 days and get your money back. Period. You don't like the title, the color of the package doesn't go with your office, any reason at all. You don't need to give any reason.

Period.

Is that fair or what?

Let me say it again. We are confident that our approach will get you results. But if you aren't 100% satisfied, let us know and we'll issue you an immediate, no-hassle refund up to 120 days after you attend the Boot Camp. The risk is all mine, not yours.
That's the way it should be, right?
You have absolutely No Risk.

That's right, I'll give you a 100% refund even after 120 days! -- -- How dare I do such a thing?

Well, I' m certain. Or maybe even a bit arrogant, if you prefer but we have offered this guarantee on all of our Boot Camp in a Box products and also on our Live 2-day Boot Camps. We have been doing this for 8 years, and not once in that time, has anyone asked for a refund. We are confident that this boot camp will meet and in fact, exceed your expectations and deliver you more than you need to get your poor inventory data fixed.

"If you need to improve your inventory integrity, attend this session!"

E. Newlands
Materials
Becton Dickinson

But the bottom-line is this: This Boot Camp is on trial, and you're the hanging judge. You take no risk in investing your time and money in this powerful product. In fact, if we fail to measure up, you can burn me for TOTAL investment even 120- days after you participate in the boot camp.

Now let me be real straight with you here. You are thinking, "Isn't he going to get burned by the dishonest person who will buy the product, not use it and then return it on the 119th day with a made-up excuse, asking for a refund?" Or how about the other kind of dishonest person who will actually use the system for 120 days, get incredible value from it, be successful with their project and then return it for a full refund. Aren't we worried?

The answer is, "No," we have thought about that. And we are willing to take the risk because we believe in your honesty and integrity. We believe that the type of people I just talked about is really the minority. Most people who attend our Boot Camps are honest and hard working and are sincerely looking for help to improve their business. They all have customers too and know what it feels like to not be treated fairly by them. They are willing to pay for good value and saw in person how they got much more than their money's worth by participating.

We believe in the human spirit and in your sincere desire to succeed — honestly.

Results can be only 90 – 120 Days Away

This Inventory Record Integrity Boot Camp discloses in great detail, a Proven 8-Step Process that you can begin to implement immediately. The process will allow you to overcome that Inventory Record Integrity problem in as few as 90 to 120 days when you follow the script and stick to the plan. Even if it takes you a bit longer, say 150-180 days, isn't it worth the effort to fix a problem that you have been struggling with for a long time?

It is now your time to Make A Decision

Mr. Lee Iaccoca spoke on several occasions about the one single quality he looked for in people he chose to be his closest advisors. It was the ability to **Make a Decision**. I truly believe that his point is very applicable right here and right now. I believe it is now your opportunity to **Make a Decision** to take the necessary action to fix this plaguing inventory data problem in your business. You can stop being embarrassed over the inventory information that you may have inherited. You can stop struggling to answer the questions of senior management and you can stop looking for a new answer to the customer who calls looking for the order that was scheduled to ship yesterday. These are your personal reasons to **Make the Decision** to invest in the Inventory Record Integrity Boot Camp by registering today.

If you are ready — Skip ahead to the order form on Page 27

Some People will still try to solve the problem on their own
If they do not put a high value on their own time

I can only imagine how you have already spent untold number of hours and days trying to increase the accuracy of inventory, the old way - - - - - by cycle counting and taking a physical inventory. And while you may have experienced some short-lived bump in your accuracy, you have not conquered the problem totally.

So, you have proven that no matter how many times you have done these things, you do not get the long-term results you need. So, how long are you going to keep on with the same process? What is your time worth? How much energy do you still have in you to keep going about the solution in the same manner?

Why not save all your time and your company's money
and learn the Proven 8-Step Process?

Yes, I am sure you can learn this stuff on you own, (in about 25 years.) After all, I had to learn it ALL on my own. I bring my experience of over 25 years in the business, of working with and seeing many companies successfully get this job done. I have seen companies invest thousands of dollars each year, and many years of trial and error to try to get the problem of Poor Inventory Data corrected. **But, I have done all hard the work for you.** You won't have to go into your R&D lab to try to "reinvent the wheel."

Now, if you wish, you can go ahead and spend a ton of money and another ton of people hours, and years of effort to develop the process and try to design and implement it on your own. — **Buy Why**? Why would you do that when I am prepared to hand everything to you on a silver platter and furthermore, **GUARANTEE** its impact on your business?

I Know. You have been to workshops before that have been all
theoretical, academic, boring, hard to understand, all lecture and
really the same old-stuff, just repackaged?
Right? — So you are concerned about this one?

If it was, we certainly would not be offering that 100%+ Money-Back Double Guarantee. This Boot Camp is a One-Of-A-Kind, Lay it all on the line, leave no questions unanswered experience. You and your team will be involved in an intense session where you are developing YOUR custom plan of action as you go. This is the TRUTH about how to fix the Poor Data Issue in your business in 120 days or less. We will leave nothing to your imagination. All the secrets we have uncovered in 25 years are laid out in one power-packed session. If you ask more questions, we will keep answering. Our job is not done until we have answered your questions

to your 100% satisfaction. And remember the 100% Better than Ever Double Guarantee! You and your team have nothing to lose. The Risk is ours.

Both YOU and Your COMPANY have Tons to Gain!

Once you learn the **Proven 8-Step Process** you will have the key tools to enhancing your company's Inventory Record Integrity up to that magical 95-98% level.

Now think about <u>YOURSELF</u>.

- ♦ **YOU** will be the inventory hero in your business.
- ♦ **YOU** will achieve long overdue personal recognition
- ♦ **YOU** will create bullet proof job security for yourself
- ♦ **YOU** will be able to go home at night and sleep peacefully
- ♦ **YOU** will be able to spend evenings and weekends with your family again.
- ♦ **YOU** will be able to fully trust the Inventory Information to make better decisions each day.
- ♦ **YOU** will experience a reduced level of daily "stress" as your inventory accuracy worries begin to evaporate, (I know this from personal experience.)
- ♦ **YOU** can begin to have fun at work again?

And just as importantly, you will have helped your company take a giant leap toward becoming that **STABLE** Company that I spoke of way back on page 3.

Inventory data that can be trusted is a prerequisite to becoming a <u>Stable organization</u>.
Until the **routine happens routinely**, you will have

> "I thought this was a very well done program. I would not change anything. I now have both a **clear starting point and a plan of attack** for the whole project. Being able to calculate the cost of inaccurate inventory will allow me to get others on board and it paid for the cost of the seminar."
> D. Sinagra
> Purchasing Manager
> Matt-Son, Inc.

a most difficult time being able to start work on those longer term improvement projects that are not only more Fun, but will result in enormous financial gains for your company.

It is time to see where we are so far - - - - - - - -

Let's see if we are tracking together here. If you have read this far and you are still putting notes in the margins and underlining so you can quickly review the highlights, then it is likely that you have reached or at least tentatively reached the conclusion that learning the 8-step proven process to successfully accomplish this important objective is the prudent thing to do.

Let's Double Check, however.
Let's see if participating in this **Boot Camp is really for you**.

I know this intensive Boot Camp is for **Me** if . . . . . .

- I desire solid direction and creative, yet proven, ideas to overcome the specific challenges of poor data integrity.

- I have to decrease expediting and premium freight. Everyone is tracking that number.

- Obsolete and excess inventory is on the rise, and finance says it has to stop. And it's my job!

- At the same time, sales is yelling for more inventory, in fact they want me to increase all the safety stock numbers and add to all my order quantities.

- We have been working on getting our new ERP system to work correctly. My company and I are just about at wits end. We have sunk more dough into this implementation than we ever thought we would. And now, I have begun to realize that there are deficiencies in the quality of data, especially the inventory data that we are trying to use to drive the ERP system.

- I have been trying to implement a Lean Manufacturing process and I finally am ready to admit that poor inventory data integrity is one stumbling block that keeps getting in our way.

- I want to be a respected leader in this business and a proven-plan of action to get the nagging inventory integrity issues fixed. – For good! It is just what I need.

- I am looking for an opportunity to step back from the fray of the day to day inventory fire-fighting, to reflect on where we are as a team, and make sure that we have a solid plan for getting over the inventory integrity issues tomorrow.

- I am ready to hear some **great** ideas and practical ways to improve my inventory process.

- I am a new inventory or materials team leader and I want to get a real leg-up on my career by bringing a process back to my company that will pay huge dividends for many years.

> "In reality, everything presented was relevant to our company. It's the first workshop I've ever attended where this is the case."
>
> K. Tabor
> General Manager
> Rexnord Bearing Division

- I want to unleash my real potential as a leader who can motivate. I need to be able to infuse energy and excitement into an inventory integrity fix-it project because I know how to do it. We have been stagnant too long.

———————————————————

If you are thinking of attending as a team,
You are thinking Correctly
(And, . . . you are way ahead of most)

**This is the Best Way to be able to
"Hit the Ground Running"
when you get back to work! - - Everyone knows what to do.**

Time and time again, folks attend this Inventory Record Integrity Boot Camp alone or maybe with one more person. The economy has affected most companies, money is tight and well, you know the rest. And it never fails, at the first stretch break on the morning of the first day, they tell me of all the other people from their company they wished were here with them. In spite of all of our discussion with each participant prior to the workshop, and our suggestion that they attend with their team, there still are those who do not see the benefit. If they just did a rough calculation, they would conclude that the cost of bringing a team of 5 to 8 people to a 2-day Boot Camp is far less than the **Price you Pay for Bad Inventory**.

Why you might ask, "Is it better to join you with our Inventory Record Integrity team?" The answer is simple. Yes. The entire Boot Camp is structured with "your team" in mind. There are numerous team activities and group discussions focused on helping your company team create a plan of action, specific to your situation. By working through the team exercises you will understand the big picture, be able to sell the unconvinced back at the plant, learn what it takes to uncover and correct 600+ open issues in your business and understand the detail road map that it takes to be successful.

> "This workshop has been a real learning experience for **our whole team**."
> D. Seward
> Production Control
> Southern Imperial, Inc.

When you attend as the lone representative from your company, you join in the discussion of another company team and are not able to bounce ideas about your plan off on others who understand.

That is also why we offer **team discounts**, to encourage you to come with your team.

If you are still skeptical **. . . . .**

Maybe a past participant said it the best. –

*"I am thankful we brought **our entire team of eight (8)** to this powerful workshop. Upon returning to our company, instead of calling a meeting to discuss what we learned at the workshop and how we might start our project, we were able to put into practice the ideas we learned right away. Although we are only in the early stages of our project, we have already improved inventory accuracy by 25%."*

T. Parham,
Purchasing Manager,
Dana Corp.

Two intense days. Don't come to "Just listen".

We lecture and lead you in discussion. You apply what you have learned in exercises. You work on case studies with the members of your team who accompany you. You get answers to your questions. We discuss your situations and, when time allows, analyze them on an individual basis. You build an actual "TO DO" list of very specific actions you take when you return to the plant. And you receive a **stuffed full workshop manual** with all the course visuals and handouts (and room for all of your valuable notes) to take home as a permanent reference.

And, in order to ensure our ability to answer any and every question you might pose, we strictly limit the number of participants. No overcrowded, impersonal, and ineffective ballroom settings of 100+ people. Consider this personalized advantage when making your arrangements to attend. A delay of just one day could easily make the difference between your team getting in or being locked out. **We urge you to complete our registration form, and submit it right away**

This is NOT a parade of guest speakers, nor is this a string of "commercials." You will be listening to expert instructors who have done this many times themselves. This is a serious workshop focused on solving your inventory integrity issues.

About the Investment Required

Now a quick warning: this is for the faint-of-heart or the perennial dreamer who never does anything. This is **a SERIOUS Boot Camp NOT for Tire-kickers or Dreamers**. It is only for teams of people very serious about fixing their company's inventory integrity issues, and for those who have a defined sense of urgency to get it done. The fee itself ($997.00 before Team discounts) is intended, in part, to discourage the non-serious person, and to help ensure the caliber of the people who participate.

> "This was not a 'tell me what I want to hear type class'. We heard things that really hit home and that we can do NOW."
>
> S. Howard –
> P&IC Manager
> Powers & Sons

However, for the serious, an investment of a $997.00 or even the investment to bring the whole team will not be too daunting of an investment barrier. I don't know if that strikes you as a lot or a little. If it is really tough for you to feel good about this investment, then maybe this Boot Camp is not the place for you.

If, however, you do have a defined sense of urgency for getting the inventory record integrity job done then this Boot Camp will meet your every need. If you and your team are serious about developing your plan of action and then implementing it, call today to register.

When you consider your return on this investment, realistically this program costs you nothing. Reflect, . . . what is the annual cost of bad inventory for your business? If you would like to review the facts one more time, turn back to page 15.

What we are about is admittedly not for everyone. You should see the investment as the bargain it is. I have been in this business for over 25 years. It's that 25+ years that you are

paying for. Others regularly pay $400.00 hourly or $3,000.00 daily for my strategy coaching in this area, AND eagerly do so when they can realize a 100X or a 1,000X return on their investment.

If you read along this far now and still aren't convinced beyond any shadow of a doubt that, at $997.00, you're "stealing", well, there's just nothing more that I would know to say. If you see the wisdom of NOT missing out, please respond NOW. I absolutely guarantee that you will profit from the 8-step Proven Process of correcting your disappointing inventory accuracy.

Sincerely,

Thomas F. Ribar

Thomas F. Ribar, President
Management Solutions International

P. S.　　　　Even with the best knowledge of how to get a project done — many companies fail to be successful, **FOR OTHER REASONS**! You will participate in a special session at this Boot Camp where you and your teammates will identify - - using our own unique 22-item self test - - where the "other reason" risks may lie in your company. You will have the opportunity to assess your current situation and to formulate an aversion plan to monitor and proactively manage those risks. Many people tell us that this is one of the most valuable lessons of the Boot Camp.

P.P. S.　　　　I can hear the voices already*. . . . . .*
"We are already pretty good. We measure our accuracy daily and we consistently post numbers of 90% or better?"

First, congratulations on achieving the 90% level. You are far ahead of most businesses. The national average is 70%. I sincerely commend your successes.

Second, I offer you a challenge and suggest that you can always get better. Often that last 15% or that last 10% or that last 5% is the most difficult. I can really address this concern by sharing with you a comment one of our recent workshop participants told us. See the box at the right.

> "Even though we are currently at 95%, this session gave me new ideas about how to get to our ultimate goal of 100%"
> D. Ross
> Raw Material Supervisor
> Krones, Inc.

And, third I ask, "What is **Your Plan** to get to 95% or to 98%?"

Management
Solutions
International

Organizations Large and small have benefited from Management Solutions International Workshops

- Abbott Labs
- Acme Die-Cast
- ADCO Products
- Agri-Fab
- Air-Tek
- ALCOA CSI
- American Rollform
- Beckett Gas
- Blackmer
- Crafted Plastics Inc.
- Custom Fire Inc.
- Danfoss Drives
- Dean Foods
- Double J Molding
- Dover/Rotary Lift
- Dow Agrosciences
- Eaton Corporation
- Ebonite
- Eli Lily
- Enzymatic Therapy
- Ferrara Pan Candy Company
- Fiamm Automotive,
- Fisher Controls
- Flexsteel
- Fort Howard Corp.
- Freedom Plastics
- G.E. Thorsen
- Golden County Foods
- Graham Company

- Harley-Davidson
- Henkel Corporation
- Husco Manufacturing
- J.J. Speaker,
- Jasper Engines
- JJ. Plank
- Kenro Inc.
- KMC Stampings
- Kohler Company
- Lakeside Manufacturing
- Lear Corp.
- Lobdell Emery
- Majestic Products Co
- Majestic Steel
- Maple Leaf Farms
- Martin Engineering
- Maysteel
- Menasha Corp.
- Mercury Aircraft
- Mercury Minnesota
- Meridian Inc.
- Nissan Forklift
- Northstar Technologies
- Ohi Automotive
- Orion Safety Products
- Osmonics
- Philips Automotive Group
- Pierce Manufacturing
- PLC Medical Systems

- Powder Coat Technology
- Powers & Sons
- R. S. Owens
- Roche Diagnostics
- Rolls Royce Corporation
- Sandusky Plastics
- Schutt Sports Group
- Siemens Automotive
- Southern Imperial
- Spraytech
- Stone Container
- Systemax Manufacturing
- T.P. Orthodontics
- Thompson Consumer Elec.
- Trek Bicycles
- Triseal
- TRW
- Union Carbide
- Universal Tool and Stamping
- Visteon Automotive Systems
- Wacker Corporation
- Wagner
- Walt Disney Records
- Warner Electric
- Waukesha Cherry-Burrel
- Zenith Controls,
- and many others.

Register Today to Begin Realizing the Benefits of 98% Inventory Record Integrity

Time Schedule
This 2-day workshop will begin promptly at 8:00AM both days. The first day will officially conclude at 5:30PM and the second day will conclude by 4:00PM. Please arrive by 7:30AM on the first day for check-in. Continental breakfast will be available.

Your Workshop Investment:
Your workshop investment is $997.00 per person, which includes tuition, workshop materials, lunches, continental breakfast and refreshments throughout the day. There are also several early registration discounts and team incentives detailed below. These dates are firm – No exceptions or extensions.

	Register & Pay On or Before	
	Early-Early	Early
For September Boot Camp	July 15	August 15
For December Boot Camp	October 15	November 15
When you Register and Pay for	2 at $997	2 at $997
Then invite as our guest:	2 FREE	1 FREE

To Bring: Please bring a calculator, pencils and erasers.

Attire: Business casual.

Four Convenient Registration Options:

Call Toll-Free
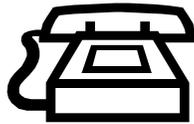
1-800-367-1422

Fax Toll-Free

1-800-634-8199

Mail to:

**Management Solutions International
W67N222 Evergreen Boulevard -Suite 111
Cedarburg, WI 53012--2650**

Email Registration and credit card info to:

Register@InventoryBootCamp.com

Cancellations, Substitutions, Refunds:
Substitutions may be made at any time. If you find that you must cancel and cannot find a substitute, contact us 10 working days prior to the workshop for a full refund. Fees cannot be refunded within 10 days of the session; however, we are pleased to transfer the registration to any other Management Solutions International workshop within the next twelve months.

Interested in On-site Education? –
To determine your "Break-even" for doing this same Boot Camp on site
Call Toll-Free 1-800-367-1422
We can discuss the differences and additional benefits you will receive by inviting us to bring this powerful workshop to you. Your benefits are multiplied when the entire project team and extended project support team can be part of the plan development and vision of success. Many organizations have found it to be most cost effective and even more beneficial to have us conduct a tailored workshop just for their organization. In this venue, we are able to discuss your issues, your situation and your company and help you develop solutions precisely for your business.

Register Today to Begin Realizing the Benefits of 98% Inventory Record Integrity

YES, Please reserve a place for me and the additional members of our company inventory team to participate in the next Inventory Record Integrity Boot Camp. I am registering early because I understand that <u>enrollment is limited</u>.

Workshop City/Date
(Check one)

❑ **Milwaukee, WI / September 10-11, 2002**

❑ **Cincinnati, OH / December 10-11, 2002**

Registration Information

Your Name _____

Your Position _____

Company _____

Address _____

City, State Zip Code _____

Telephone Number _____

Fax Number _____

Email Address _____

Others who will be attending with you: *(For more than 3, use another copy of this form)*

Name _____   Position _____

Email _____

Name _____   Position _____

Email _____

Name _____   Position _____

Email _____

Investment Amount		Quantity	Amount
Tuition	@ $997 per person	_____	_____

Payment Method   *Check the preferred method and fill in required info.*

❑ I am enclosing a company check for the total registration fees
     Payable to Management Solutions International

❑ Please charge my Credit Card for the total registration fees (check card type):

VISA [   ]   Master Card [   ]

Cardholder's Name (Printed) _____

Credit Card Number _____

Expiration Date Year / Month _____

Cardholder's Signature _____

❑ Purchase Order Number _____

Still Not Sure? – *Complete This Quick Self-Quiz*

Do Any Of These Situations Sound Familiar?

<u>Yes</u>   <u>Yes</u>

1. It's Saturday afternoon – Your family is home – You're at the office.   ❑

2. Sales says, "How come we're out?"   ❑

3. You've been to inventory courses before, but they never told you how to really fix the problems.   ❑

4. You thought the cycle count program would fix the problems, but it has not had the impact you imagined it would.   ❑

5. The computer says they should be here – Maybe the computer should come out here and look .   ❑

6. When you first came here, paid overtime was a nice bonus. It is no longer a company benefit.   ❑

7. Customer service just called – Why CAN'T we ship today   ❑

8. The parts are missing – You just saw them last week!   ❑

9. You're working much harder than last year. The results don't seem to show it .   ❑

10. You just did a physical inventory, and here it is 60 days later and you are still making adjustments.   ❑

11. It's Wednesday evening – Your family is home. – You're at the office. -- -- Again!   ❑

12. Obsolete inventory, excess inventory and shortages – How can you have all three?   ❑

13. The new ERP system was supposed to fix these inventory problems, but did not do the trick.   ❑

14. Sales makes promises to customers that are very hard to keep – you can't be sure exactly what you **really** have.   ❑

15. Changing the schedule – Again – Missing parts .   ❑

16. Premium freight going up, on-time customer delivery is not   ❑

17. Finance says, "Reduce the Inventory." — Sales says we need more.   ❑

18. You're new on the job. The boss thinks you should be able to do this because you are new.   ❑

19. It seems you just finished the physical and you are getting ready for another one!   ❑

20. Management says, "More safety stock" — You know that is not the answer.   ❑

The more times you answer "Yes," the more <u>This Inventory Integrity Boot Camp </u>will help you.