

# **Wisconsin Manufacturing Development Consortium WMDC**

**Mike Schmitt (Harley-Davidson)**

**Current Chair**

**Craig Lesley (John Deere)**

**Chair Elect**

# **Wisconsin Manufacturing Development Consortium WMDC**

## **Background**

- **Potential OEMs approached in 1997**
  - **First meetings were held in 1997 basically for buy-in to program**
- **First classes started in Oct '98**
  - **Initial administration was done by John Deere (Corp) until WMEP took over in July '99**

# WMDC

## Who are the members?

- **7 Member Companies:**

- **Ariens Company**

**Brillion, WI**

- **CNH**

**Racine, WI**

- **Deere & Co.**

**Horicon, WI**

- **Harley-Davidson**

**Milwaukee, WI**

- **Mercury Marine**

**Fon Du Lac, WI**

- **Oshkosh Truck**

**Oshkosh, WI**

- **Trane Corp.**

**LaCrosse, WI**

- **Milsco Mfg\***

**Milwaukee, WI**

- **\*only supplier member added Dec 2000**

# WMDC

## **Time Commitment (Annually)**

- **8 meetings per year**
  - **Strategic Planning**
  - **Participation/Minutes**
  - **Follow-up**
- **1 Day Manufacturing Matters (May)**
- **1 Day Kick Off Meeting(s)**
- **2 Days Advocacy Activities**

# WMDC

- **Available to ‘nominated suppliers’ by the consortium members to:**
  - **Improve quality**
  - **Improve delivery performance**
  - **Lower costs**
  - **Improve methods (in any area)**
  - **Improve competencies**
- **Some companies are not taking advantage of the programs**
  - **Need an aggressive plan to improve supplier’s participation**

# WMDC

- Program does not require OEM administrative support or funding
- Subsidy \$ are from WI Dept. of Commerce
  - Supplier must be in WISCONSIN
  - Less than 500 employees
  - Currently Tier I or II
  - Must be a ‘value added’ enterprise
  - Neither H-D nor Suppliers need to fill out any paperwork for the state \$ involved

# WMDC

- **‘99/’00/’01 Review**
  - **Evolved into a more formal organization**
    - **Records Minutes**
    - **Established Committees**
    - **Elect Chair**
    - **Don’t want to become a ‘Good Ole Boys Club’**
  - **Changed focus of ‘Kick-Off Meetings’ to supply chain management rather than regionally organized**

# WMDC/COWS

## Center on Wisconsin Strategy (COWS)

- **Original study done in 1999**
  - **Follow-up in 2000**
  - **Future funding from Alfred P. Sloan Foundation for broader study (2001/2002)**
  - **Broad based looking for similarities elsewhere**

# WMDC/COWS

- **Major ‘to dos’ from original study:**
  - **Common issues among OEMs:**
    - **Reduced cost, improved quality, on time deliveries, quicker time to market, technical expertise**
  - **Each OEM has different approach to solving similar problems**
  - **Barriers:**
    - **Supplier difficulties adapting to more advanced production practices**
    - **OEM’s own behavior**
    - **Multiple customers with ‘their’ programs**

# WMEP/SDC/COWS

## – Possible Solutions

- **Incorporate supplier voice into the training and development process (Done)**
- **Training needs analysis tools**
- **Regular forum for exchange of ideas (supplier/OEM)**
- **Cross firm learning**
- **Inter-supplier forums (exchange of ideas)**
- **Better alignment of performance expectations and practices among OEMs**
- **Curriculum of emphasis**
- **Harmonize qualification/certification process**

# WMDC/COWS

## – Future validation

- **Benchmark against Best Practice**
- **Are they the right ‘measureables’?**
- **Are ‘measureables’ headed in the right direction?**
- **Are program costs decreasing or staying steady?**
- **Are we truly working in the ‘supply chain’?**
- **Are we adding value?**



- **Harley-Davidson viewpoint:**
  - **Long term goal - committed, active member**
  - **Develop a 5 year strategic plan** (assumes continuous funding)
  - **Issues need resolution**
  - **Expand the program to:**
    - **other states where we have a substantial supply chain**
      - PA established 2001
  - **Measure the training/effectiveness**
    - **Doing the Right Thing / Doing the Thing Right**



- **Long term goal - active member**
  - **Currently Chair of Consortium**
  - **Influence direction/policy/curriculum**
  - **Short term results will be tactical gains**
  - **Long term results will be strategic**
  - **Continuously improve the supply chain**



- **Develop 5 Year Strategic Plan**
  - **Training needs analysis tool(s)**
  - **Forum for exchange of ideas**
  - **Cross firm learning**
  - **Inter-supplier forums (exchange of ideas)**
  - **Alignment of performance expectations**
  - **Curriculum of emphasis**
  - **Harmonized qualification/certification process**



- **Issues:**
  - **Different measurement systems for supplier performance**
  - **More management involvement**
    - **Kick-off meetings**
    - **Measurement of training application** (currently not measured by all)
    - **Harley-Davidson materials staff attending classes** (with suppliers)

# WMDC

- **Conclusions:**
  - **Continue to be active member**
  - **Continuously improve the organization**
  - **Influence direction/curriculum**
  - **Expand the program**
    - **Other states**
    - **Other OEMs**
  - **Measure results and share them**
  - **Continue advocacy**
  - **Increase awareness of program**