

# the **EXTRAMILE**

Meeting You Where Your Needs Are

## Meet our New Distributor Advisory Council Members



**Thomas P. Felter**  
President & CEO of Carter Chambers

As President and CEO of Carter Chambers, LLC, Thomas P. Felter has established a track record of initiating significant improvements and growth for the past five years. A native of Indiana, Tom began his fifteen-year tenure with the Flowsolve Corporation, formerly Duriron, in 1979 as a Sales Engineer in Baton Rouge after receiving his Bachelor's Degree in Finance at Louisiana State University. He then served as District Manager in Mobile, Alabama and quickly rose to the position of Regional Manager in Philadelphia, Pennsylvania. Shortly thereafter, Tom took the position as Control Valve Manager in Cookeville, Tennessee, in 1988, where he oversaw the sales of flow control valve products. With his acquired valve knowledge and inherent leadership flair, he was promoted as the Vice President of Sales, in 1990, where he focused on Automax Actuation Products in Cincinnati, Ohio. Before joining Carter Chambers, LLC, Tom was a Sales Representative for the Valvax Corporation from 1993-1996. He has been married for twenty-five years to Lynette, has two daughters, Anne, age 18, and Elizabeth, age 13. In his leisure time, he enjoys playing golf and spending time with his family.



**George E. Booth Jr.**  
President & CEO of George E. Booth Co.

As President and CEO of George E. Booth Co., Inc., George Booth Jr. also works as an Outside Sales Representative, focusing on Eli Lilly and Company. He has been with George E. Booth Co., Inc. for twenty-two years. George lives in Brownsburg, Indiana with his wife of twenty-two years, Marie and their three children, two sons, George Booth III and Adam and a daughter, Ashley. He graduated from Purdue University in 1981, with a Bachelor's Degree in Mechanical Engineering Technology. He then received two years of training working for one of the company principals, Brooks Instruments, located in Hatfield, Pennsylvania. In his spare time, in addition to spending time with his family, he also enjoys playing golf.

### The Road Map

- 1 Meet our New DAC Members**  
Engineered Valves changes its name to Engineered Process Solutions Group
- 2 From Our Road Crew**  
Meet Ed Macys, Fabri-Valve Product Manager  
Michael Wolf, Sales Manager at Richter
- 3 The Checkered Flag**  
Reliable Valves a Necessity in Pipeline  
Flexibility Pays off for Distributor
- 4-5 Scenic Overlook**  
2003 Interphex, Pure-Flo News  
Communication Campaigns Recognized
- 6 Distributor Corner**  
Trade Show News, Compliance with Export Laws, Distributor Contacts
- 7 On the Highway**  
New Web Based Order Entry System - eLogia  
Online Price Sheets
- 8 Improvements in IG Operational Performance**  
From the Editor

## Engineered Valves Engineered Process Solutions Group

To more accurately reflect the current structure of our business, we are pleased to announce our new name as Engineered Process Solutions Group (EPSG). This name better represents our strategy as our product portfolio now consists of tanks, vessels, process modules, skids and pumps as well as valves. Budgeted revenue for our business in 2003 indicates that less than 50% will be generated from valves, hence the change from Engineered Valves to EPSG.

Engineered Process Solutions Group consists of three major component parts;

1. Pure-Flo Solutions Group manufactures tanks, vessels, skids, process modules, valves, and other process components for the Biopharm industry.
2. The Industrial Group manufactures diaphragm, knife gate, ball, butterfly and burner isolation valves for the chemical, pulp and paper, water and wastewater and power generation industries as well as other selected industrial market segments.
3. Richter manufactures lined valves and pumps for the chemical processing, fine chemical and active pharmaceutical ingredient (API) markets.

Our brand strategy going forward will remain unchanged as we will continue to use EPSG principally as an internal name and promote the ITT Industries name along with the component pieces externally as co-brands.

# From Our Road

## Meet Ed Macys, Fabri-Valve Product Manager

In November 2002, Engineered Process Solutions (EPS) welcomed Ed Macys as the new Fabri-Valve Product Manager. With an excellent background in engineering and strong management skills, this was a perfect fit for both Ed and EPS. Ed first received his training at Worcester Polytechnic Institute (WPI) where he received a Bachelor's Degree in Mechanical Engineering. Incidentally, WPI has a Division III Football program and was listed #6 on the Princeton Review list of "Schools Where the Students Never Stop Studying." Maybe Ed could convince you to attend!

Ed chose his career because he enjoys the variety of tasks; he likes digging into the numbers and financials as well as visiting customers and solving their problems. Since he is both customer-oriented and detail-oriented, the balance between the two allows him to fully utilize both qualities. While working with customers, Ed's main responsibility is to guide them toward solutions and to position the Fabri-Valve brand for future sales opportunities. His overall purpose is to create exceptional opportunities for the sales force. To accomplish this, some days are tactical (applications and customer problems) and other days are strategic (reviewing markets and customer groups, planning new products, and studying the competition).

One of the challenges Ed has faced in his new position is finding historical product information. When a problem arises, he spends time hunting for the necessary information. The product files with field letters and history concerning the Fabri-Valve product line are sprinkled throughout the organization. Ed's new position has brought some positive opportunities. When he left the valve industry two years ago and moved to the electronics industry, his valve-related memberships expired. However, he recently re-joined the Technical Association of the Pulp and Paper Industry (TAPPI).

Ed's decision to become the Fabri-Valve Product Manager meant that his family would need to move from Rutland, Massachusetts to Lancaster, Pennsylvania. Presently his family lives in Massachusetts and he travels between Lancaster, PA; Amory, Mississippi; and customer facilities. His life is unbalanced right now, however, in the near future his wife, Michelle and two children Victoria, age 5 and Katharine, age 2 will be moving to Lancaster. Since he loves being a dad, it is difficult to be away from them so often. When he's not traveling, Ed likes to golf, hunt, and ski.

Even though Ed has only been with EPSG for a short time, he has already had some great experiences at the Amory, MS facility. During his visits, Ed has seen their great work ethic and a "can-do" supportive environment. Therefore, he is looking forward to some rewarding experiences at Amory, MS.



## Michael Wolf, Sales Manager at Richter - Kempfen, Germany

Since 1997, Michael Wolf has been a dedicated and driven employee at the ITT Industries Richter facility in Kempfen, Germany. Michael first joined Richter as the export sales manager and took over the responsibility for the Sales department in 2000. Ever since his training at the University of Dortmund Dipl. Ing. in Mechanical Engineering, Michael has felt it was his destiny to work in sales. It was during a seminar called "Sales Engineering" that he first became interested in the field. He found the pump and valve products exciting to work with because they require a vast amount of diverse knowledge.

Before coming to Richter, Michael was a sales manager for another pump and valve company for nine years. During that time, he spent two years working in Singapore and was responsible for setting up the sales and service network.

In his current role as sales manager for Richter and EPSG Industrial Group in Europe, the Middle East, and Africa, Michael keeps busy at the office and on the road. However, some days he finds himself buried in so much e-mail that he would like to establish a corporate procedure for eliminating them all! (If you have any suggestions on how to reduce the number of e-mails, I'm sure we would all love to hear it). When he is not busy answering e-mail, Michael spreads his time between customers, distributors, staff, and participating in meetings. Generally in the morning, he will work with customers in Asia and in the afternoon he focuses on the United States.

While at Richter, Michael has enjoyed working as part of a global, professional team that has cutting-edge products. Michael is motivated to put forth his best effort because he desires continual improvement in his work. His efforts have paid off as customer's requirements are met and they return to purchase Richter products. Michael's work has also contributed to Richter's financial success.

Michael's time away from the office is spent at the cinema, working out, and kegeln (a type of German bowling). However, his priorities are focused on time with his wife, Ira and 15-year old son, Andy.



# The Checkered Flag

## Reliable Valves a Necessity in Pipeline

Utah's Jordan Water Conservancy District had a uniquely challenging Municipal application for its water supply aqueduct system. Jordan Valley's aqueduct carries gravity-fed water from collection points along Utah's Wasatch Mountain Range to bulk containment reservoirs several miles away near point-of-use distribution sites. Jordan Valley management planned on expanding the aqueduct system capacity to keep pace with the increasing population base along Utah's Wasatch Front in the vicinity of Salt Lake City. In addition to the expansion project, they intended to replace three existing 60-inch diameter Butterfly Valves, because these valves were inadequate to new aqueduct maintenance requirements.

Butterfly Valves have integral discs that obstruct fluid flow through piping. Jordan Valley engineers decided that they needed to "Pig" the pipeline periodically to remove accumulated slime, algae and other contaminants from the aqueduct's interior surfaces. A "Pig" is manufactured from dense rubber and formed into a "bullet" shape. It has aggressive bristles and other abrasive structures imbedded in its surface. The "Pig" is slightly larger than the pipeline, so when it is forced by water pressure through the pipeline, the contaminants are vigorously scrubbed from the interior surfaces. Butterfly Valves cannot be used where pipeline pigging is required, so Jordan Valley management contracted with Bowen & Collins Engineering (B&C) to design an enlargement and extension to the existing aqueduct system. Bowen & Collins were also tasked with finding another valve design to replace the Butterfly Valves, one that would eliminate the flow-restrictions.

Our Intermountain Area EPSG Accounts Manager, Joe Ambrose and distributor salesperson Grant Rust with Rust Automation and Controls, met with the B&C design team in the summer of 2002. Joe provided a group of B&C engineers with a comprehensive Powerpoint product presentation on EPSG's capability and experience with the manufacturing of larger diameter Knife Gate Valves for the Municipal Industry. The presentation included digital photographs and Computerized Aided Design (CAD) drawing examples of unique large diameter Knife Gate Valves that had been designed and built by the Amory, MS Fabri-Valve facility. Several examples shown to the engineers were from other Utah Municipal projects where Joe has sold other large diameter Knife Gate Valves in recent years. This meeting resulted in Knife Gate Valves being defined as the best valve design

choice to replace the existing Butterfly Valves. The new valves would be larger with a diameter of 72 inches to match the newly expanded aqueduct piping capacity.

After the initial meeting, subsequent meetings were held with the Jordan Valley and B&C project management teams to fine tune the design characteristics of the Knife Gate Valves to optimize their performance for the aqueduct service. Joe worked closely with Fabri-Valve engineering and the customer design team to develop and finalize the valves' design to meet the unique requirements of Jordan Valley's application. After the valve design process was complete, Joe wrote a detailed technical specification that described important valve design performance characteristics, defined materials of construction, and detailed factory hydro-test criteria. This specification became an integral part of B&C's Contractor Bid Package to ultimately assure Jordan Valley Project management of obtaining Knife Gate Valves, for their aqueduct system.

With this "tight" Fabri-Valve specification, the successful contractor would be forced to purchase Knife Gate Valves that would have a tight shutoff and long service life and would be dependable and maintenance friendly. In Jordan Valley's case, this was especially important, since maintenance personnel will be required to enter the pipeline each year for a thorough visual inspection. During the annual inspections, they will be over a mile from the pipeline inspection port entrance. At this vulnerable position, below the Knife Gate Valve, they will have a pipeline that is six feet in diameter and over six miles long that contains a potential torrent of water above them. Imagine standing next to a closed Knife Gate Valve in a dank and dark pipeline, over a mile's distance from safety while the valve resists 160 pounds per square inch of water pressure. Do they want reliable valves? You bet they do!

When the Jordan Valley Project came out for bid in the Fall of 2002, EPSG was the successful valve manufacturer and received an order valued at over \$200,000. A lot of difficult, careful work from EPSG personnel and Rust Automation went into this project. However, in the end it was well worth the effort. Municipal water demand continues to increase in the Western United States and EPSG's success on this job will lead to more success on future Municipal opportunities. EPSG is truly well positioned to grow sales in this key market segment in future years.

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## Flexibility Pays off for Distributor

In August of 2002, Frank Angelero, sales manager of FW Webb in Cranston, Rhode Island contacted an Engineered Process Solutions Group (EPSG) Sr. Technical Sales Representative Dave Nicholas. Frank wanted Dave to give a presentation for one of his large OEM customers. The customer was Engineered Technologies in Providence, Rhode Island. This customer had used ITT Richter Valves in the past. However, the current project awarded to Engineered Technologies would need Diaphragm Valves as well as lined Ball Valves.

Engineered Technologies builds Simulated Pilot Plans, Prep Labs and Smart Labs for the Fine Chemical, Pharmaceutical and related industries. At the end of the presentation, Engineered Technologies informed Frank and Dave that there were unique specifications for the Diaphragm Valves and they probably could not help with this configuration.

The specification included Hastelloy C22 Bodies with Tri-Clamp and Butt-weld end connections. Dave informed them that he could not meet those requirements, but EPSG's High Purity Diaphragm Valves would be well suited for this application. Engineered Technologies said they explored those options, but those valves would be too sophisticated in this particular application. Price and delivery were an issue, but choosing a valve that would meet their requirements was the most important factor.

Frank and Dave were told that Saunders could meet the requirements for the Diaphragm Valves and that EPSG would supply the Richter Lined Ball Valves on this project. Dave asked for additional time to explore the possibility of supplying EPSG Diaphragm Valves per the specs. Dave then contacted the Industrial Group Product Manager Dan Ellis and supplied the information for him to look into the matter. Dan had various individuals at the Lancaster, Pennsylvania facility research the possibility with suppliers and production personnel to see what they could provide.

After a few changes and alternative proposals, the efforts of EPSG Supervisor of Customer Service Scott Nolt, Industrial Group Operations Manager Randy Garman, Dan Ellis, Frank Angelero, and Dave Nicholas paid off. EPSG was able to offer Diaphragm Valves in Hastelloy bodies with butt-weld ends, a PTFE diaphragm and a custom Silver Paint instead of the standard Blue Primer. The valves were both manual and automated and ranged in size from 1/2" to 2".

The net result was that EPSG was awarded the Diaphragm Valves for this project, which has resulted in over \$130K in new Diaphragm Valve business. It also will hopefully result in future projects with Engineered Technologies.

# Scenic 0



The Pure-Flo booth at Interphex in the Jacob Javits Convention Center in New York City.

## Interphex 2003, March 31 - April 2



Valves are exhibited in center stands to give customers the opportunity to see and feel the products.



PFSG Area Regional Manager Dave Loula chats with some customers during our customer reception at Interphex.

## Art of Technology, Extra Mile, and Pure-Flo Logo Campaigns Recognized

On December 5, 2002, Engineered Valves received the ITT Industries top prize for creative excellence. The company was honored for three separate communications campaigns, all achieved with creativity and resourcefulness.

To increase traffic at its trade show booths, the company's creative team created an interactive exhibit/game, called the "Art of Technology." Portraits of Engineered Valves products were painted in the style of 10 famous artists and trade show participants were asked to guess the identity of the painters and in the process, learn more about the products.

The company's distributor newsletter, Extra Mile, was also recognized for its clear communications and its inventive use of "roadside" language and artwork to reinforce the concept that Engineered Valves is "going that extra mile" for customers and distributors.

Finally, the company's branding work for its Pure-Flo line of companies earned kudos. Through acquisitions, Engineered Valves has added a number of businesses that focus heavily on the pharmaceutical and biopharmaceutical market. To leverage this strength, the creative team further developed the use of the Pure-Flo brand name and integrated two companies acquired in 2001, Pure-Flo Cotter in Danvers, Massachusetts and Pure-Flo Precision in Springfield, Missouri, into the company's booth space at the Intephex Show. Additionally, the acquired companies' literature was transformed to reflect the new brand, and a new Pure-Flo Solutions Group capabilities brochure was created to capture the expanded offerings of the larger group. Now, when customers do business with Pure-Flo Precision, Pure-Flo Cotter or newly acquired Pure-Flo MPC in Kenosha, Wisconsin, they know that it's a strong brand, not just a stand-alone business.



the **EXTRAMILE**  
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Pure-Flo



**ITT Industries**  
*Engineered for life*

# Overlook

## MPC joins the Pure-Flo Solutions Group Family

It was officially announced on December 18, 2002, that ITT Industries purchased the business and assets of the Biopharm Manufacturing Division of Martin Petersen Company, Inc., a leading manufacturer of process systems for the biopharmaceutical industry. Martin Petersen's integrated modular systems, and its other product offerings, complement our Pure-Flo valves, skids, vessels and process systems.

"Both Pure-Flo and Martin Petersen are number one in their respective U.S. market segments," said Al Calabria, President of Engineered Process Solutions Group. "The addition of Martin Petersen will provide significant growth opportunities for ITT Industries in the growing biopharmaceutical market segment."

Martin Petersen is known for its innovative designs, reliability, high quality engineered products and their commitment to excellence. The company manufactures integrated modular systems, process skids, vessels and provides custom fabrications to solve customer problems.

Its field service organization is well regarded and is very experienced. The company employs 180 people and is located in Kenosha, Wisconsin. Estimated full-year 2002 revenues are \$32 million.

With the completion of the transaction, the company will operate under the name Pure-Flo MPC. Following the closing, the Construction Division of Martin Petersen will continue to operate as a locally owned mechanical contractor serving southeastern Wisconsin and northern Illinois.

According to Calabria, "The acquisition of Martin Petersen is the latest step in our strategy to build a market basket of premier brands and services serving the Biopharm market. Further, the acquisition will expand ITT Industries' Pure-Flo product offering to include the emerging module segment of the Biopharm process equipment market."



Al Calabria - Engineered Process Solutions Group, Keith Johnson - Pure-Flo MPC, Lanny Cruse - Engineered Process Solutions Group, Chuck Graves - Pure-Flo Solutions Group, Rich Randall - Pure-Flo Solutions Group, Floyd Davis - Pure-Flo MPC, Rob Jossart - Martin Petersen Company, Chris Pappas - Engineered Process Solutions Group, Tom Singleton - Pure-Flo Precision

## Celebrating Western Style at Pure-Flo CA

On February 19, 2003, the Pure-Flo Solutions Group had a chance to show off their new facility at an open house held for its customers in Simi Valley, California. The Pure-Flo Cotter, Pure-Flo Precision and Pure-Flo MPC units within the Pure-Flo Solutions Group were represented with tabletop displays. The invitees were given a tour of the new facility and introduced to the members of the sister companies. Also present were Pure-Flo partners, Bay-Tec, Mangan Inc., Anderson Instruments, Spirax Sarco and KDC Systems.

The open house was attended by several key customers including Amgen, Genentech and Baxter and gave the opportunity for our top-notch Technical Service Reps to show off the group's capabilities. The western theme celebration was a big hit with the customers and the employees who had a terrific time riding the mechanical bull, trying to rope the calf, and eating a terrific BBQ buffet while enjoying a country western band.



# Distributor Corner

## Trade Show News

If you will be visiting the following trade shows over the next few months, be sure to stop by our booth:

**Achema**  
Frankfurt, Germany  
May 19-24, 2003

**ASME BPE Conference**  
Cork, Ireland  
May 27-30, 2003

**ISA Expo Control**  
Mexico  
June 18-20, 2003

## Next Distributor Advisory Council Meeting

June 2-4, 2003 in Palm Springs, CA  
The Distributor Advisory Council will meet to discuss how EPSG can better serve you!

## Compliance with Export Laws

### Know Your Customers and Where the Goods are Going

United States Export Law is governed by a dizzying array of statutes, regulations and executive orders. Export Law is a legal specialty, which requires continuous research and revision. Export compliance has always been necessary, however, since 9/11 export compliance is viewed as an issue of national security.

Engineered Process Solutions Group (EPSG) requires that all distributors conduct their operations in compliance with all export laws and regulations applicable to them, and particularly in a manner, which does not involve themselves or EPSG products in an alleged violation of law.

More specifically, all distributors should be familiar with the laws and regulations applicable to export transactions. Even a product as innocent as a valve, tank or a related part may result in a significant violation of export regulations if it ends up in the wrong place (such as embargoed countries: Libya, Iran, Iraq, Cuba, North Korea and Sudan) or in the hands of the wrong person (a foreign terrorist). Depending on materials used, other countries that are not embargoed may require an export license. Transactions which violate export laws and regulations can result in significant fines and even criminal proceedings. A distributor can be subject to investigation by the United States government and possibly even prosecution when these regulations are violated, even where the distributor had no idea the item was destined to a prohibited location, person, or entity.

For these reasons all distributors should know both the ultimate destination of the product sold if it is outside the United States and the parties to the transaction. The following three transactions with persons or entities on the following lists are prohibited:

1. The Denied Parties List found under the link for Compliance and Enforcement at [www.bis.doc.gov/](http://www.bis.doc.gov/). This list identifies individuals and entities whose export and re-export privileges have been denied by the US Department of Commerce for violations of export laws and regulations. The list can include freight forwarders or other export intermediaries. Virtually any transaction with Denied Persons (including one wholly within the United States) is prohibited.
2. The Entity List found under the link for Compliance and Enforcement at [www.bis.doc.gov/](http://www.bis.doc.gov/). This list identifies entities for which the US government has deemed it necessary, due to weapons proliferation concerns, to require an export license that would not otherwise be required. Many of these entities are in India and Pakistan, where transactions require particularly careful review.
3. The List of Specifically Designated Nationals at [www.treas.gov/ofac/](http://www.treas.gov/ofac/). This list identifies foreign terrorists and drug dealers or governments sympathetic to them.

The foregoing lists change and expand from time to time and additional lists may be added. Distributors should be familiar with changes in the law. It is the policy of Engineered Process Solutions Group to comply with export laws and regulations and for its distributors to do the same.

Distributors will be receiving a letter from EPSG with a more detailed explanation of export compliance. The members of EPSG's Lancaster Export Enforcement Team: QA Manager and Export Enforcement Officer Richard Bird, Export Coordinator Christine Garboczi, Contracts Administrator Timothy Hackler and Contracts Administrator Thomas Fitzpatrick can be reached at (717) 509-2200. If you require further assistance please contact one of the team members.

## Distributor Contacts

**Michael Abeling**  
Distributor Council President  
Western Region  
Consumers Pipe & Supply Company  
5832 E 61st Street  
Los Angeles, CA 90040  
323-685-6870  
[mikeabeling@consumerspipe.com](mailto:mikeabeling@consumerspipe.com)

**Dave Cheney**  
Distributor Council Vice President  
Central Region  
Holland Applied Technologies  
7050 High Grove Blvd.  
Burr Ridge, IL 60521  
630-794-5525  
[dave.cheney@hollandapt.com](mailto:dave.cheney@hollandapt.com)

**Randy Ruth**  
Eastern Region  
Eastern Controls Inc  
3866 Providence Road  
Edgemont, PA 19028  
610-325-4600  
[randy.ruth@easterncontrols.com](mailto:randy.ruth@easterncontrols.com)

**Guy Trudel**  
Canada Region  
Romatec  
6535 Henri Bourassa W Blvd  
Montreal, Quebec H4R 1C9  
Canada  
514-332-9302  
[trudelg@romatec.com](mailto:trudelg@romatec.com)

**George Booth Jr**  
Central Region  
George E Booth Company  
8202 West 10th Street  
Indianapolis, IN 46214  
317-271-9261  
[geb@gebooth.com](mailto:geb@gebooth.com)

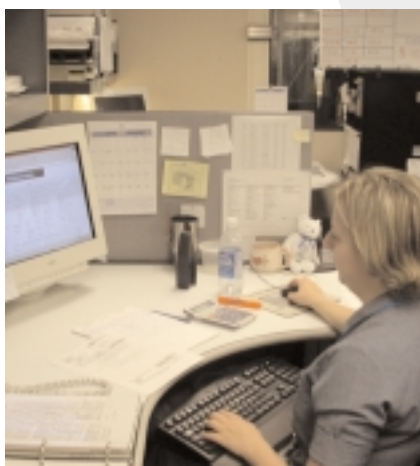
**Tom Felter**  
Southern Region  
Carter Chambers Supply  
6800 South Choctaw Drive  
Baton Rouge, LA 70806  
225-926-2123  
[tpfelter@carterchambers.com](mailto:tpfelter@carterchambers.com)

# On The Highway

## New Web Based Order Entry System eLogia

Engineered Process Solutions Group's (EPSG) Lancaster, PA location recently had an opportunity to apply the Value Based Six Sigma (VBSS) principles to its order entry process. The AREV Logia software used in the Customer Service Department was going to be discontinued. Therefore, a new application was needed for the order entry staff. This provided an opportunity to re-engineer the core processes relating to quotes, orders, warnings, etc.

Once the processes were fine tuned, the goal was to develop a web-based application. The benefit of creating an online order entry system is to have the capability for distributors and end users to configure products online in the future. The eLogia software was then chosen as the application to implement the new processes. New rules were created and previous rules were converted from AREV to eLogia. A conference room pilot was executed to test the system and perform mock business days to verify the new process.



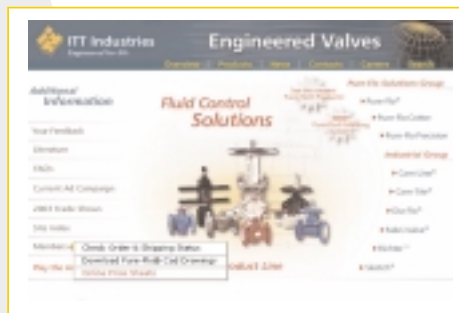
Now that eLogia is in process at the Lancaster, PA facility, it will act as a template for implementation at other EPSG sites. The benefit of this VBSS project has mostly been time savings. It is now easier to process a warning giving an average lead time reduction of 1 1/2 days. With just the click of a button, the order entry staff can now process a "Bronze Bullet," which will allow the Customer Service Representative (CSR) to change a configuration. This is a dramatic reduction in time and effort. The new system automatically checks for quantity on standard lead time parts and will schedule them automatically. Mass price updates have been reduced from several hours to seconds. Please observe some of these positive results as you speak with CSR's in the future.

## Online Price Sheets

Price sheets for all Engineered Process Solutions Group products are now available as part of our website, [www.engvalves.com](http://www.engvalves.com). In conjunction with this release, we are severely limiting the number of price sheets that we inventory at our fulfillment house, Data Works. Printed copies of our price sheets may easily be obtained by accessing the required sheet on our website and printing at your location.

The price sheets will be part of our "members only" portion of our site and may be viewed by obtaining an ID and password. Simply, click on the "members only" site for price sheets, complete the required form and click on the submit button. Heather Collins will then e-mail the ID and password to you and you will be on your way to retrieving prices on-line.

**Step 1** On the home page click on the Online Price Sheets button in the members section



**Step 2** Complete the request for for a user ID. If you currently use our online order and shipping status, you will be given the same user ID and password.



**Step 3** After you receive your user ID and password, repeat step 1 and logon to view price sheets.



# Improvements in IG Operational Performance

The Industrial Group (IG) has been working hard over the past few years to improve operational performance in the DiaFlo, CamTite, CamLine, Richter, Scotch, and Amory product lines. As part of the Energized Customer Service initiative, IG is continually striving for operational excellence in the form of continuous improvements to on-time and cycle-time performance. So how are they doing?

It is critically important for customers to be able to count on the delivery dates that the Industrial Group (IG) quotes and acknowledges. Afterall, if IG fails to live up to a commitment, there is a very good chance that it will cause you problems down the road; you can't afford for that to happen, and neither can IG. That is why on-time delivery performance is a key continuous improvement metric that drives the business.

Looking at on-time delivery performance data over the past several years, you can see that the Industrial Group is making progress. As examples:

\* DiaFlo valves - On-time performance has improved from 92.3% in 2000, to 94.5% in 2001, to 98.1% in 2002.

\* Richter valves - On-time performance has improved from 95.7% in 2001 to 96.8% in 2002, to 98.7% in YTD 2003.

\* Scotch valves - On-time performance has improved from 79.0% in 2000, to 92.2% in 2001, to 99.4% in 2002.

\* Amory's on time performance for the past five years has improved from 95.2% in 1998, 96.7% in 1999, 97.2% in 2000, 97.2% in 2001, and 97.4% in 2002.

Now you're probably thinking, it's easy to have a high on-time performance rating if you quote and schedule orders with longer leadtimes. Yes, but to win the race you

need to have fast pit stops! Therefore, a key performance metric for operational excellence is cycle-time reduction.

Cycle-time performance is measured by ranking in order all the line items shipped for a specific product line by the time it takes from the point the order is entered to the point the item is shipped. Then the median (or 50% percentile) item becomes the baseline measurement, which they strive to reduce. By reducing that time, valves will ship faster, which means shorter leadtimes to customers.

Looking at this data, you can see that the Industrial Group is also making significant progress in this area. As examples:

\* DiaFlo valves - Median cycle-time days has improved from 30 days in 2000, to 29 days in 2001, to 17 days in 2002.

\* CamTite parts - Median cycle-time days has improved from 6 days in 2000, to 3 days in 2001, to 2 days in 2002.

\* Richter valves - Median cycle-time days has improved from 12 days in 2000, to 8 days in 2001, to 5 days in 2002.

\* Amory's cycle-time days for the past 5 years has improved from 18 days in 1998, to 17 days in 1999, to 14 days in 2000, to 14 days in 2001, to 12 days in 2002.

On-time and cycle-time performance metrics are just two examples of the many different metrics used in the continual quest for operational excellence. Has the Industrial Group reached the end of the road? Absolutely not! Are continuous improvements possible? Most definitely!

Actor, commentator, and author Will Rogers once said "even if you are on the right track you will get run over if you just sit there." The Industrial Group is on the right track for continuous improvements ... and has no intention of just sitting there!

## From the Editor

It is wonderful to finally see the flowers blooming and feel the warmth of the sun; especially for those of us living on the East Coast. We experienced a tough winter of snow, ice, and more snow in Lancaster, Pennsylvania. During what is now called the 2003 Presidents Day storm, airports, stores, offices, and schools were closed. The Governor declared a state of emergency and most everyone stayed home as advised by authorities. Although the storm disrupted my daily routine, it allowed me to have an unusual amount of free time. While trapped at home I got to read, watch a movie, take a walk in the snow, and enjoy life at a slower pace.

Today is a sunny spring day. However, I was able to clear my schedule to read the articles in the Extra Mile. I hope you have been able to do the same and that the stories were beneficial and enjoyable. My goal is to keep you updated on our coworkers, products, Distributor Council, web site, and facilities through the Extra Mile. If you have any suggestions for future story ideas or feedback on a current article, I would love to hear from you.

Heather Collins  
Phone: 717-509-2208  
Fax: 717-509-2316  
Email: heather\_collins@fluids.ittind.com