

WIRING HARNESS
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WHMA Connections

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Chairman's Message

By Lyle Fahning, WHMA Chairman of the Board

Recently I've been in contact with a number of people wanting to know more about joining our association, and our upcoming Conference in Clearwater Beach, Florida in February. These people are from different companies in different industries in various parts of the country. They however seem to have the same questions, and I hopefully am giving the same answers.

Their questions are basically "What would I get from joining WHMA?" or "What is the value I'd receive by being a member?"

What you gain by joining WHMA and attending the conference is an opportunity to meet people that are an excellent source of knowledge and expertise that will be a resource for you even after you've left the conference. Also, as we meet in different locations around the country we gain new members each year, in each region, which helps us continually expand our knowledge base.

I've also talked with company owner, quality engineer, and operations people who would all like to know how it can benefit them personally. This is also a real advantage of WHMA in that you will meet people from different functional areas of expertise. Also, if a member company doesn't have someone at the Conference in your knowledge area, they are typically more

than willing to have you visit their companies and to share their success, while hoping to gain some expertise from you.

This truly is a collaborative organization that is built on the strength of the combined membership. This reminds me of a saying that I used in the past which was "One person can make a difference – A team can make a miracle". This sounds like the 1980 American Olympic Hockey Team, but it is something that I've experienced in my company. When I came to Technical Services for Electronics Inc. it was literally a company turn-around situation. After struggling through the first year and finally getting the company on track, the owner and his wife gave me a plaque with "One person can make a difference – A team can make a miracle" inscribed. They saw that it wasn't me alone, but a group of dedicated people working together that can solve any problem.

If you feel like you're not making the progress you'd like or you're company is struggling, come and join us in Clearwater Beach, Florida in February. Learn more about WHMA and the great members we have and the fact that they are "A team that can make a miracle" working with you.

Don't forget the benefits you derive from WHMA:

Technical as well as business knowledge and support



Access to leading edge technology

Benchmarking information and opportunities to network with industry leaders

IPC-WHMA A 620 Workmanship Standard. You will not only learn about this great tool initiated by WHMA, but you will learn how people are effectively and profitably "using" the tool. As a member you also receive discounts on purchasing A620 Standards materials.

"Best practices" sharing among successful members

And many others

Another unique aspect of WHMA is that the membership includes both contract manufacturers and suppliers. This enables manufacturers to work directly with materials and equipment supplier member key management personnel to select the best equipment to support your needs.

I wish each of you success in your businesses and I look forward to seeing you at one of our upcoming meetings or at the annual conference February 13 – 15th in Clearwater Beach, Florida

WHMA Conference in Clearwater Beach

The 2008 WHMA Annual Conference and Expo will be February 13-15 in Clearwater Beach, FL.

We all get customer feedback – sometimes we want to frame it – and others, well....it happens to all businesses. This year's WHMA Annual Wire Harness Conference is headquartered at the luxurious, brand new Sandpearl Resort on Clearwater Beach, Florida. I recently went on a travel website and read some reviews by travelers who had stayed at the Sandpearl in the first couple of months it opened. I could have chosen any review – but here is one. This is one location you do not want to miss – of course, you come to the WHMA Conference for the knowledgeable speakers and the terrific peer to peer exchange of best practices, but all of that learning will be enhanced by this property – read on.

My wife & I made our reservations at the Sandpearl while the hotel was still under construction. We stayed in a Gulf front junior suite that was stunning. The room had everything we could hope for at a luxurious hotel. The view from the private balcony was beautiful as it looked over the lagoon pool & the gulf. The staff of the hotel were incredible. They have someone greet & take you to a separate sitting area to check you in complete with cold scented wash towel & non-alcoholic champagne. The service & food at Carretas was outstanding. The pool area was wonderful & relaxing. The beachfront was fantastic complemented with a firepit & live music. Room service, Valet, & Cleaning were very prompt & professional & really cared about taking care

Getting to Know WHMA Conference Speakers



of every need we had. Our stay was for three nights & our only regret was it wasn't for three more. This hotel has set the new standard at beautiful Clearwater Beach, as I would rank this an 11 if allowed.

Loren Smith

“A Wire Harness Manufacturers Memoir: From Start Up to \$85 Million, Surviving the Landmines Along the Way”

In 1976 Smith acquired a troubled manufacturer of electrical wire harnesses assemblies, Monona Wire Corporation, in partnership with a Small Business Investment Corporation [SBIC]. From '76 to '96, as Monona's CEO, Smith managed revenue growth from \$700,000 to \$24 Million; earning a market leadership position serving the off highway construction equipment market.

Along the way Smith successfully managed every challenge from crippling strikes at customers and threats from low cost foreign competition, to a technological and quality revolution and a dramatic industry consolidation.

His company beat out dozens of competitors to become either the sole source or the dominant supplier to such world class companies as Caterpillar, Komatsu, and John Deere. It was at John Deere Construction Equipment where his company, Monona Wire, was the founding recipient of the Vendor of the Year Award, and remains the only recipient to be successively so honored.

In 1986 Smith bought out his SBIC partner and became sole shareholder of Monona until he sold a majority position [92%] to a private equity firm in 1996.

Smith was a founder member of WHMA in 1993.

Between '96 and '99 Monona grew from \$24 to \$85M, fueled by acquisitions arranged by Smith.

In 1999 Monona was sold to an investment group.

Smith's experience also includes:

Division Manager at Texas Instruments: during the years when TI's management practices were recognized as a leading edge model.

CEO of a \$60 Million electronic component company

Majority shareholder of companies that manufactured:

Wire assemblies for intercity buses, mechanical components for general aviation aircraft manufacturers, straddle cranes for the construction and marine industries, precision metal stampings for the gaming industry, and digital print for internet sites.

Smith earned a BS degree from Miami University, Oxford Ohio and an MBA from Northeastern University, Boston MA.

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He currently is President of CEO Advisory, providing advisory services to CEO's of closely held companies; helping with such issues as organizational development, exit scenarios, and capital alternatives.

Joseph Doyle

“The Challenge of Managing Strategically”

Joseph Doyle is the principal of Strategic Insights (SI), a Michigan based consulting firm, specializing in executive leadership. SI provides services in executive coaching, strategy development, decision-making and organizational diagnosis and change. SI also offers management seminars in strategic leadership, executive decision making, optimizing board effectiveness and leading high performance teams.

In 2003, Mr. Doyle completed a 30-year career with General Motors Corporation, where he held managerial positions such as: Lead Consultant - Corporate Strategy and Decision Support, Manager - Corporate Executive Development, Senior Research Manager - Organization Research and Development. Prior to joining GM, Mr. Doyle was employed by the Ford Motor Company, the U.S. Public Health Service and the Management and the Organization Development Department of General Motors Institute (now Kettering University).

Mr. Doyle holds a Ph.D. from The University of Michigan. His doctoral studies focused on Strategic Leadership and Organization Change. He was a teaching fellow with the Hartwick Leadership Institute and a member of the advisory



council for the Academy of Management Executive Magazine. He has served as a member of the Advisory Boards for the Institute for Management Studies and the National Research Committee for the American Society for Training and Development.

Dr. Michael Affemann

“ Hiring the Right People and Coaching Them to Success ”

Born and raised in Stuttgart, Germany, Dr. Affemann moved to the United States in 1976. For the next 10 years he studied natural sciences and psychology at several universities in Minnesota, California and Wyoming. After working in private practice as a licensed psychologist (perfect for the WHMA group!) he founded Affemann Personnel Service International, an international human resource consulting firm that focuses on human resource selection and development, executive coaching and cross-cultural issues.

Best Practice Roundtables

One of the very best methods of learning is from an exchange of best practices with peers. This year's "Best Practice Roundtables" will address a number of topics of concern to WHMA members.

To register for the Conference go to the WHMA website (www.whma.org) or call 952.253.6085.

Manufacturing Workforce: At a Crisis Stage

A study of workforce issues in manufacturing was conducted by the National Association of Manufacturers at the onset of the recent recession and published in its the Skills Gap: Manufactures Confront Persistent Skills Shortages in an Uncertain Economy report. The study revealed that more than 80 percent of the surveyed manufactures reported a “moderate to serious” shortage of qualified job applicants- even though manufacturing was suffering serious layoffs. In sum, what manufacturing is facing is not a lack of employees, but a shortfall of highly qualified employees with specific educational backgrounds and skills.

American Youth are ‘turned off’ by modern manufacturing



To uncover the reasons behind the talent shortfall and identify why fewer young peoples appear to be entering careers in this sector, the National Association of Manufactures, The Manufacturing Institute and Deloitte & Touche recently conducted two major research studies. The findings reveal a troubling picture. Among a geographically, ethnically and socio-economically diverse set of respondents ranging from students in middle-school through college, parents and teachers to policy analysts, public officials, union leaders and manufacturing employees and executives-the sector’s image was found to be heavily loaded with negative connotations and ties to an old stereotype of the “assembly line,” as well as perceived to be in a state of decline.

When asked to describe the images associated with a career in manufacturing, student respondents offered phrases such as “serving a life sentence,” being “on a chain gang” or “slave to the line,” or even being a “robot.” Even more telling, most adult respondents said that people “just have no idea” of manufacturing’s contribution to the American economy.

The research also explored what today’s young people are looking for in their careers, how they make career choices and how well today’s educational programs support successful preparation for careers in manufacturing. With near unanimity, respondents across the country saw manufacturing opportunities to be in stark conflict with the characteristics they desire in their careers-and as a result, they do not plan to pursue careers-and as a result, they do not plan to pursue careers in manufacturing.

Our education system Is a Weak Link

The research also emphatically showed that the United States’ educational system exacerbates the negative perception of manufacturing, because it is largely out of step with the career opportunities emerging for young people in today’s economy, including those in manufacturing. The United States sends more than two-thirds of its high-school graduates to college, but half of them drop out. The educational system fails to engage these students and help them enter alternative post-secondary programs. For those who do graduate, one-third fail to find employment requiring a four-year degree. Meanwhile, many well-paid and rapidly increasing manufacturing jobs remain unfilled, including those requiring two-and four-year technical degrees or short-term skill certificates.

The Good News

The reality of manufacturing is vastly different from its image. Today’s manufacturing company is a major source of high-tech innovation, wealth creation and exciting, varied careers. Manufacturing contributes more than one-quarter of the nation’s total economic output. It grew at an annual rate of 4.6 percent in the 1990s, compared to the economy-wide average of 3.6 percent. In fact, every \$1 million in manufacturing sales supports eight jobs in manufacturing and six in other, allied sectors. Manufacturing’s varied jobs and careers average \$54,000 in total compensation in 2000 and 83.7 percent of manufacturing employees receive health benefits from their employers, more than any other sector except government.

The Challenge

To remain strong and continue to thrive in a highly competitive environment, U.S. manufacturing must surmount many challenges. High on that list is a need to attract a new generation of manufacturing employees prepared for 21st century jobs. Our research results were clear: manufacturing is severely challenged by an old, negative image; an education and training system that does not understand or promote careers in manufacturing; and public policies that are not supportive of a robust manufacturing sector.

Unless industry finds a compelling way to communicate a positive image and address education and training issues effectively, manufacturing could experience a shift from merely having a talent shortage to facing a serious labor crisis. This could foreshadow a significant decrease in manufacturing’s competitiveness and accelerate the movement of American productive capacity and well paid manufacturing jobs overseas.

These events could deliver a decisive blow to an already fragile economy and even undermine national security.

A-620 Standard Update

Revision A of the A-620 standard is now available as the only industry consensus standard for requirements and acceptance of cable wire harness assemblies.

The Revision A of the standard is now available through WHMA. This edition includes lead free acceptance criteria, a new chapter devoted to electrical and mechanical testing, and enhanced criteria for molding and slicing.

It has 599 full color pictures and illustrations – nearly 100 new. Readability and usability were improved from the original release. Included in the 19 chapters are criteria for wire prep, soldering to terminals, crimping of stamped and formed contacts and machined contacts, insulation displacement connectors, ultrasonic welding, splicing, connectors, molding, marking, coax/twinax cables, wrapping/lacing, shielding, assembly and wire wrap terminations.

Here is a listing with prices for WHMA members and non-members of the various A-620 standard products available through WHMA. Obviously, the difference in member / non-member pricing can quickly cover the cost of WHMA annual dues alone.

To order go to the WHMA website www.whma.org or call Keith Knapp at the WHMA office directly at 952.253.6225, x139.

Item	WHMA Member	Non-Member
A-620 A Manual	\$50.00	\$100.00
A-620A CD-ROM Non Printable	\$55.00	\$105.00
A-620A Kit (Manual & CD ROM Non printable)	\$75.00	\$150.00
A-620A Site License, CD-ROM Printable	\$1750.00	\$3500.00
A-620A Global License, CD-ROM Printable	\$3500.00	\$7000.00
56C DVD Wire Harness Assembly Methods	\$350.00	\$450.00
58C DVD Intro to Wire Crimping	\$395.00	\$495.00
59C DVD Wire Preparation	\$350.00	\$450.00
60C DVD 7 Sins of Wire Harness Assembly	\$350.00	\$450.00

You want reliability. We deliver it.

WHMA Members are eligible for special discounts with New Penn, USF Holland, and USF Reddaway. Our companies are all industry leaders in consolidation and pool distribution.

That's because we:

- * Run more next-day lanes
- * Do more direct loading
- * Have fewer transfers

Which translates into:

- * Reduced lead times
- * Fewer losses and damages
- * Improved cost-effectiveness

New Penn utilizes its 77 years of rich history to provide superior next-day ground services through a

network of regional facilities located in the Northeastern United States, Quebec, Canada, and Puerto Rico. The company is recognized as an industry leader in information technology, with extensive internet-based applications for customers.

USF Holland, with 78 years of regional expertise, offers services throughout a 21-state network in the Midwest and Southeast, and executes shipments to Canada with streamlined processing. USF Holland makes claim-free deliveries a top priority, and its on-time performance has long been considered an industry standard.

USF Reddaway offers a regional network spanning 15 western states and into Canada. With 88 years of transportation experience, the company provides highly reliable next-day and two-day delivery services, with guaranteed and expedited delivery options, and streamlined cross-border customs procedures.

Enrollment in the WHMA Regional Shipping Program is free. To enroll, simply call your dedicated sales representative at 913.344.5755 and start saving today.