



Take Back Manufacturing

INFORMATION PACKAGE July 2012

TBM is certainly gaining attention and momentum here in Canada, but it's a huge undertaking and we must consolidate and facilitate all efforts to penetrate with the message and undertake the journey..

Our main TBM site is at www.sme-tbm.orgWe have much information here.

TBM Mission

TBM is about getting everyone including Government, Education Organizations, Industry Leaders and the public to work closer together to plan the recovery of the declining manufacturing sectors in Canada.

It's now clear to many Canadians that it's time to rescue our declining manufacturing industries and get everyone to work much closer together to plan the recovery of our declining manufacturing sectors and we will need a coordinated plan for our future industrial capability and our future prosperity...

The Society of Manufacturing Engineers is spearheading this TBM initiative and we have set up and facilitated a TBM Forum of a broad representation of like minded Canadian technical societies, management associations, trade organizations and educational stakeholders and other interested organizations.

This TBM Forum was *kicked off in June 2011.*

TBM Forum members list... <http://sme-tbm.org/app/download/5839444104/TBM+Forum+members+list.pdf>

We firmly believe all Canadians need to understand the critical part our manufacturing sectors play in our economic balance and stability, and that our sinking prosperity is directly related to the decline of our manufacturing sectors.

We must support the recovery of a broad manufacturing industry base to provide a more robust platform for sustained innovation and best in class industrial practices, and that without such a strong manufacturing base we will not be able to support our economy in a competitive manner into the future.

How the TAKE BACK MANUFACTURING Forum got started...

In early 2011 the volunteer leaders of the Toronto SME chapter decided to examine the issues Ontario's manufacturing industry was facing and concluded there were many issues.

We decided that we cannot "service sector" our way to prosperity, or compete in a global economy with the current focus or approach.

Many government surveys and reports at local and federal levels indicate that Ontario and Canada as a whole is falling further behind in business productivity and innovation as measured on a global level.

Many experts believe that the trend in the last two decades to under-capitalize the development of local manufacturing technology, reduce manufacturing capacity, capability and related education, and allow extensive migration of production to offshore sources has become detrimental to the stability of the manufacturing sector, and this is the prime root cause of our national productivity decline or stagnation..

This out-dated globalized manufacturing policy and international trade liberalization approach has developed a lack of ability for local Canadian business to manufacture, flourish and sustain, and this unfair and dangerous situation needs to be reversed before it becomes irrevocably detrimental to our future economic success and prosperity.

This situation has severely unbalanced import/export trade and has become counterproductive for the Canadian economy as a whole.

We have all witnessed how this decline in core manufacturing capability has extended our supply chains and reduced our ability to incubate local innovative activity for the next generation of products and services.

We have seen how the capacity stripping and de-capitalization of most manufacturing sectors has increased the costs of doing business and decreased true profitability.

The economic intensity within the manufacturing sectors has been reduced by 10% in the last decade. This has created a greater burden on local governments by reducing revenue from value adding activities leading to increased taxation and budget balancing problems in many public services and utilities.

It has reduced the capability for long term prosperity for Canadian families. It has reduced the viability of a strong middle class and is helping turn our province and country from "haves" to have-nots".

Manufacturing in Ontario in most sectors no longer has the strong and popular image it once had. We believe its standing as "the-place-to-be" has been systematically weakened by the trend of globalized manufacturing, various political decisions, under-capitalization underemployment and lack of training and education.

Consequently, we have experienced a trend where our youth have no longer sought careers in manufacturing. This is in large part because there have been very few manufacturing jobs. This has now recently brought us to the point where we now have a shortage of skills and expertise in certain areas of the manufacturing sector. A further outcome, unless corrected, will be that the expertise we have in our current manufacturing population will be lost in the coming years as they retire because there is no "next generation" to transfer knowledge, skills and experience.

We must **Take Back** our **Manufacturing** entitlement, re-develop our manufacturing strategies, aptitude and know-how in order to compete and win once again.

We know we are not the first to recognize this situation...or the last, but we believe the first thing we have been lacking is a consolidated voice to get government officials, industry and education leaders listening and moving in the correct and same direction rather than having divided efforts.

This is where our TBM forum initiative comes into play.

We have reached out to organizations who we believe are like-minded and have a vested interest in the success of manufacturing in Canada and are interested in ensuring the correct decision process is undertaken.

Our goal is to gather support of many organizations and to establish an ongoing TBM forum led by a core group of individuals who will take this initiative further and eventually present the message and action plan on behalf of all of us to members of political parties, policy makers, educators and industry leaders as well as to the public.

We now all believe that we collectively (Governments / Venture capitalists / Management / Employee Associations / Unions / Educators / Technical societies / Institutions / Safety councils etc) cannot keep doing the same tired old things and expect better results in our manufacturing and industrial sectors.

We believe the timing is now right, (and it's high time, but never too late) to reach a better balance within our economy and the manufacturing sectors and work has begun by forming the TAKE BACK MANUFACTURING forum

The TBM core group intends to facilitate the ongoing activities of this powerful TBM forum with the aim of integrating the efforts of ALL interested groups and societies behind a common interest and concern to undertake a TBM roadmap to win back our declining productivity, innovativeness, competitiveness and prosperity. Our goal is to create the best future for our declining industries, economy and for our children..... before it's too late..

The TBM Roadmap...

We have created the TBM roadmap that must be followed to improve the Canadian business environment, focus and approach to better position us for success within the manufacturing sectors.

We did not call it.....`We Want Manufacturing Back` or "Welcome Back Manufacturing" ...we call it *TAKE* Back Manufacturingmeaning we have to "*TAKE*" it back for our future prosperity via an aggressive roadmap with a combination of policy change/education renewal / business case re-planning, and by also understanding the true value of the manufacturing environment for our future balanced economy.

A Re-shoring initiative alone is just not enough for Canada...

The Re-shoring initiative in the USA has been newsworthy, where some natural Re-shoring of manufacturing capacity back to the US from off-shore is now happening, or plans and projections to do so are being made.

The lowered US dollar, some depressed US pay rates, salary escalation in emerging economies, increased cost of oil and transportation, and the unstable nature of some commodities have placed the decision to bring manufacturing back to the USA at the tipping point for many manufacturing sectors.

The latest trends and projections indicate that most manufacturing sectors will be at the tipping point for reshoring by 2015 in the USA.

But, the high Canadian dollar is an extreme and unhealthy challenge for re-shoring in Canada. Our resource-driven dollar means we are not at the same re-shoring tipping point as some of the manufacturing sectors in the USA and will therefore position us with a competitive disadvantage in terms of trade and the competitive location of local North American manufacturing.

We need to *TAKE* Back Manufacturing...

This higher re-shoring tipping point means we must become much more structured and deliberate to take back our manufacturing industry. Allowing a more natural re-shoring process to just take place in a passive way will simply not work for us. We need to *TAKE* back manufacturing.

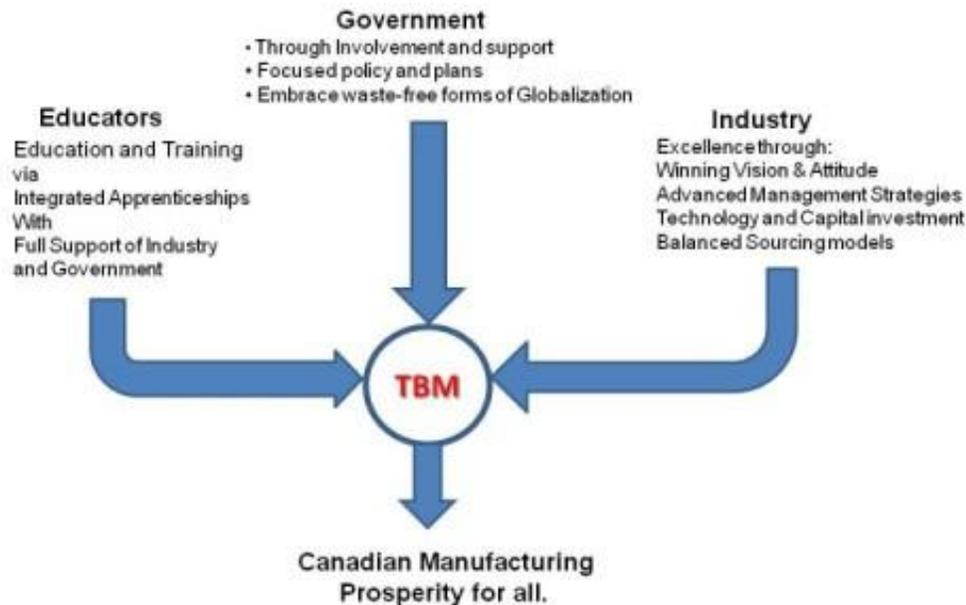
TBM will require we undertake 3 parallel imperatives....

1/ Government support... *New Policies and a strong supportive image of manufacturing in the minds of all Canadians.*

2/ Industry action ...*Adopt the latest manufacturing strategies, concepts and technologies.*

3/ Education for industry ... *Adopt a strong integrated education and training plan at all levels*

TBM - The 3 Parallel Imperatives



1/ Government support

To Take Back Manufacturing and to drive local manufacturing of the next generation of our products and to win export markets, we need to ensure Canadian government policy makers get much more educated and involved in understanding how to properly support our manufacturing sectors.

They must re-design future policies and plans to support manufacturing and take advantage of the multiplier effect manufacturing has on other jobs and economy output... its 3 to 1. This means that for every manufacturing job you get 3 other support/service related jobs.

This advantage needs to be considered when creating new policies. We need to look toward building tax infrastructure and incentives for re-industrialization. We also need government to understand the intrinsic waste taking place in the current form of globalization and that there is a much better way to go forward.

Input to Government Organizations..

We are presenting TBM to government bodies and policy makers... ongoing meetings are being set-up at the provincial policy level

PROPOSED GOVERNMENT POLICY OUTLINE (Provincial and Federal)

Next follows a brief outline of the policies we see must be embraced by both Provincial and Federal governments in a more integrated way to position our manufacturing sector for success.

GENERAL

Focus on small effective government that sets an example for productivity.

Resist historical handouts and only focus spending on areas that will directly improve the economy

Ensure immigration is strictly controlled and monitored and only allowed if it adds proven value and benefits the future economy.

Ensure maintenance and improvement in Canada's infrastructure to provide stable and cost competitive communication, energy, transportation and logistics, to assist internal economic performance and exports, but NOT unnecessary imports.

Leverage public procurement to provide a focus and a benefit to Canadian businesses and tax payers.

Keep a good balance between national environmental standards and a successful economy.

FISCAL POLICY

Review and create mechanisms to re-value and better control our Canadian currency and peg our dollar at a realistic number that reflects ongoing value added productivity - not a number that speculators currently employ to manipulate commodity prices. The value must ensure a much more competitive level. It must no longer be subject to resource and speculative escalation that places our internal and external industrial competitiveness, stability and sustainability at risk.

As a matter of priority, return the central banking interest rate to a more "normal" operating level such that national investment and spending motivations are in better balance.

Ensure balanced budgets at all levels of government continue as a strong goal and tracks with the expectations of the economic plans and outlook.

Review the value available to the nation by restricting the free movement of capital into and out of the national economy and review what control measures should be imposed to ensure the national wealth is protected as the first priority.

Review the true value to the nation - or lack thereof - of unmanaged foreign investment and design and implement limits and controls.

Ensure that trade agreements made with any other country is in the best interests of the nation and its citizens as a whole and not for the benefit of any other power group, corporation or sector...ensure the agreements offer fair trade.

Together with trading bloc partners, better manage and control all fuel prices - we currently allow international speculators to control the price of oil which becomes a recipe for inflation.

TRADE POLICY

Place the true and complete balance of imports and exports at the highest level of national importance.

Focus on a North American trade bloc as a priority with other more open market trade opportunities being secondary.

Ensure our relationship and ease of trade with our biggest trade partner The USA is simplified and strengthened.

Enhance the competitiveness of supply chains for North America's integrated industries. (Canada-US border and regulatory differences)

Rethink what type of Globalization we want to embrace for our economy, and encourage all developed nations to follow this lead:

Less transfer and flow of resources, material and product that adds unnecessarily to the worldwide carbon footprint, rewards only the low-cost countries and unfairly transfers our national wealth.

Achieve a new balance and a shift toward more localized manufacturing and logistics systems with much shorter supply chains which are more efficient on resources, travel less distance and therefore intrinsically offer the lowest total cost to our consumers.

Develop a new version of globalization which respects the value of Intellectual Property (IP) and focuses on the transfer of franchised manufacturing know-how to other markets that is more equitable for all.

Ensure the exports of raw resources are priced (via tariffs or taxes) to support the replacement value to our manufacturing economy.

Ensure government takes action on balanced and fair trade controls and counters unfair or adverse trade protectionism and will enforce trade rules including counterfeit and IP theft both internally and externally.

Support initiatives that will encourage businesses that can develop new sustainable and local markets.

Support procedures that fight unreasonable international protectionism and negotiate and enforce meaningful trade rules.

Discourage imports in all forms through appropriate import tariffs with emphasis on commodities that can be supplied locally.

Encourage exports in all forms through appropriate export rebates with emphasis on trade destinations that have special market growth opportunities.

Help businesses develop and take advantage of international opportunities, but only if it has a direct and useful outcome for the national economy.

INDUSTRIAL POLICY

Need government to focus support not only on business at large, but more on the Manufacturing sectors.

Generate a public confidence that manufacturing is an integral part of our economy.

Become the most attractive place to do business with competitive Corp taxes, but with a reinforced mechanism to ensure resulting increased profits stay in the local business as an investment in recapitalizing and improving the business, not for short term cash holdings, shareholder bonuses or out of country re-investments.

Develop a tax incentive for manufacturing related international business development:

Develop better metrics to track and therefore reward true value adding Manufacturing in our economy.

Develop and improve access to financing for competitive, creditworthy businesses to encourage business investment in productive assets.

Develop a policy for tax incentives and depreciation advantage to assist business that are investing in productivity / innovation / manufacturing excellence, the adoption of new technologies, the commercialization of new products and technologies, processing machinery and equipment and the skills of their employees.

Improve SRED and associated support programs so they are easy to use and apply to all facets of a business to ensure government industrial support is affordable and competitive.

Harmonize and simplify regulatory requirements and controls, improve regulatory efficiency. (Modernize legislation, eliminate regulatory differences, simplify compliance requirements, and remove wasted efforts. This includes the industrial Health and Safety legislation which has grown cumbersome. These improvements must also be achieved by more rational selection, training and monitoring of our labor, energy, environmental, health and safety inspectors.)

Start a study on measuring the outcome of a realistic carbon tax.

EDUCATION POLICY

Refocus more education spending and emphasis on science, technology and skilled trades to build a strong skill and vocational system in order to improve the quality and availability of business and manufacturing workforce skills.

Focus on an integrated Apprenticeship system across trades, technologies and professions, and administer this through a Joint Industry Education and Training Board.

2/ Education for industry

The third imperative is the availability of a future manufacturing workforce that is both well-educated and well-trained.

The development of the future workforce has suffered a decline in concert with the decline of the manufacturing sectors and has placed the current skill mix in disarray.

Without significant re-planning and action now, we will experience a drastic and increasing shortage of experience, knowledge and skills when we try to rebirth most manufacturing sectors.

We will need to manage our manufacturing workforce like the valuable resource it is and focus on creating a highly knowledgeable, skilled, competent and integrated workforce at all levels and disciplines within and across the industrial sectors.

This will require an integrated and scalable apprenticeship system to administer education and training with full support and involvement from industry sectors, educational institutions and the local governments.

VISION ..Re-focus on New Apprenticeship Programme

• Integrated Career Pathway



- Industry Recognized Skills and Education Development Progression
- Apprenticeship Pool From The Best, the Brightest And The Most Talented
- Become The Learning/Occupation Destination Of Choice for High School Students
- Apprenticeship Courses Transferrable And Articulated To Other Post Secondary Colleges And Universities, Supporting Lifelong Progression In Learning As Shown In Career Pathway Above
- Industry must lead on driving and installing this system. (So..can't complain about skill shortage!!)
- **DO IT!..... Before we loose the Industrial Experience of the Baby Boomers!!**



Joint Industry Education and Training Board

To undertake such an apprenticeship system will require that we form one body for joint industry education and training.

To do this we must focus on economic goals not purist educational goals.

We must start parallel activities as follows:

Apprenticeship Training System

Design and undertake an integrated and graduated apprenticeship program for all trades and professions.

Link with firm industry demand projections for industry employment and development.

Support apprenticeships for both current professionals and those new to manufacturing by allowing entry at various stages of the program.

Setup job creation programs for young people.

Communicate and promote this process to young people who have already left school and to those that are still in school and their parents.

Rebuild strong employment goals for the next generation!

Professional Re-training system

Define and plan for Professional re-training of management and technical staff.

Link with firm industry demand projections to support industry employment and development.

Industry Career development plan

Provide career development consulting centers

Link with firm industry demand projections to support industry employment and development.

3/ Industry actions required... *The TBM Evolution Plan*

Business leaders and engineers who run businesses with strong unified support from all levels of government and the education system must take action and position their organizations for competitive success.

They must re-visit the success factors for local Canadian manufacturing and develop their own specific TBM Evolution plan.

We believe it will require a winning competitive vision and associated detailed Evolution plan as well as a positive attitude toward productivity through advanced manufacturing strategies and appropriate technology and capital investment.

We are recommending the Installation of Advanced Manufacturing Centers by Region/Sector to directly assist manufacturing businesses in all facets of the TBM journey and the construction of these specific Evolution plans..

This focused approach is necessary to avoid the fragmented support environment that currently exists for industry.

We must integrate all support and expertise into a more harmonized support system by broad region and sector.

We are offering a self-help TBM Evolution plan format for use by an organization that wants to pursue TBM.

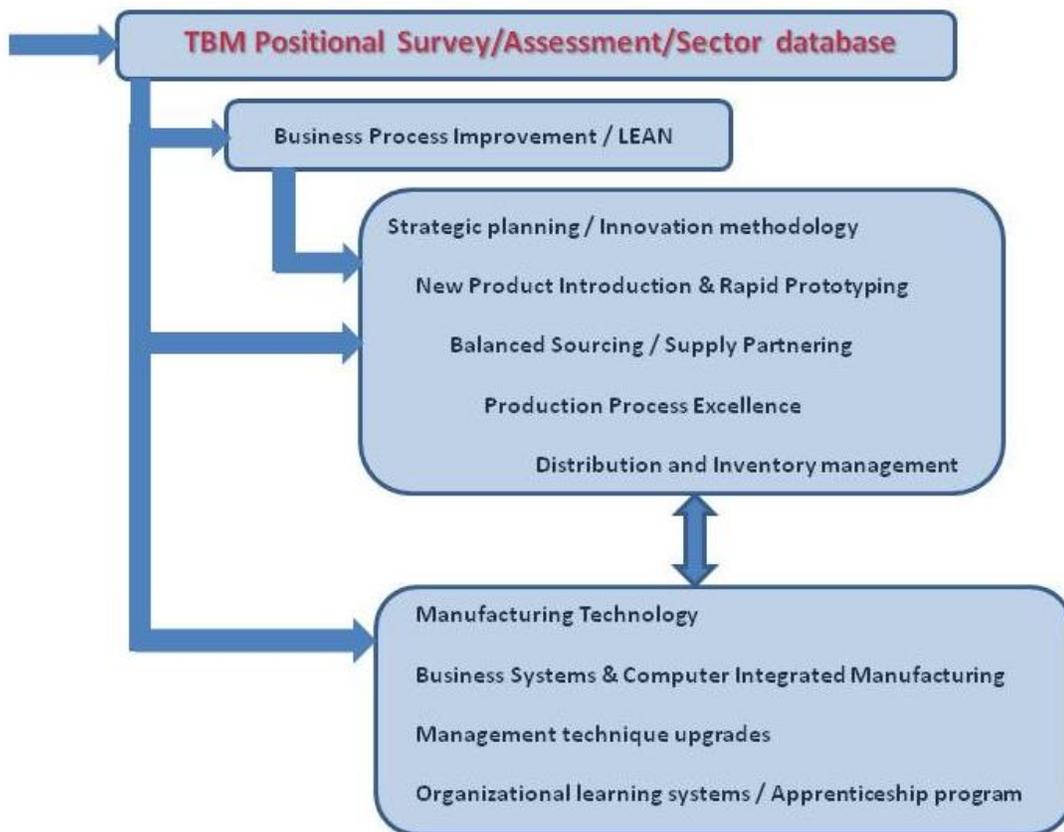
This TBM Evolution plan is structured into parallel initiatives or components with associated Toolkits for each component.

These TBM toolkits will be defined and offered by the best in class provider organizations for each industrial sector and by regional area.

We anticipate that each business can qualify for funded government assistance via an initial assessment and stage reviews of progress.

Funded support will be subsidized only, as we want some commitment to improve on the part of the business organization.

The **TBM** Evolution Plan



The TBM Evolution Plan format shown above consists of a series of generic initiatives or components each of which will be supported by TBM toolkits and these may also have sector specific content.

Information about how to start to engage in this TBM Evolution process is at <http://sme-tbm.org/its-time-to-take-back-manufacturing>

TBM Evolution Plan Process and Toolkits

The TBM positional survey / Assessment / Sector Database

The Evolution plan process starts with an organization undertaking the TBM positional survey.

Go to <http://sme-tbm.org/its-time-to-take-back-manufacturing> to start the Survey process.

There are many reasons for participating in the TBM survey...

- 1/ The survey will “help us to help you” thorough SME and TBM Forum support.
- 2/ It will allow the TBM forum to further learn the issues the manufacturing industry is facing.
- 3/ Publish confidential feedback to all on the results by sector for further discussion....
- 4/ Generate a Petition and Information data base for government attention.
- 5/ Construct through feedback the best Evolution Plan process for the success of TBM.

All information will be kept in a confidential database and further contact will be on request.

Who should take the survey?

Anyone who is a business owner, leader, manager, employee, consultant or just a manufacturing knowledgeable member of the population.

We encourage everyone to take the survey... We need as much data points as possible, so, if you know other individuals with manufacturing business knowledge please ask them to take the survey.

The TBM survey will allow an organization to gain a self awareness of the questions that must be asked to make the TBM journey and also provide better input for our experts to assist each organization.

Post Survey support..

After the TBM survey is completed a TBM forum member will make contact to provide and explain the TBM Evolution plan format and toolkits and start the TBM self assessment process.

Once the TBM self assessment process is completed and reviewed, then TBM toolkit components are made available to the individual organization to build a specific TBM Evolution plan.

An initial benchmarking tool will be used to assess and define the requirements for each organization.

Here is a brief explanation of each of the TBM Toolkits:

Business Process Improvement / LEAN

To stay competitive will require continuous business process improvements in all forms. This means increased flexibility and agile manufacturing strategies developed by applying LEAN principals. This will allow businesses to operate and add value close to the customer and beat out more remote competitors.

LEAN practices will have to be developed through support for Education, Implementation and Certification.

The successful manufacturing business must embark on a continuous improvement Evolution plan with ongoing benchmarking against best in class practices in each business sector.

Improvements will be necessary in all facets of the business from a responsive strategic planning process through an ability to learn and apply new innovative thinking and explore new ways to introduce products.

Efforts to re-install solid and capable supply base partnerships will achieve further advantage.

Effective and flexible production processes operating close to the customer through streamlined real-time distribution and inventory systems will provide a strategic advantage in responsiveness to the customer base.

We will provide Continuous Improvement education/training/consulting and implementation templates that can be applied in any business whatever its size and capability.

The first stage will be Lean overview education and an internal benchmarking and assessment activity that will define the gaps and the specific effort that is needed by that organization.

Manufacturing Technology.

Each manufacturing sector will have to be gain competitive advantage through the Development and implementation of flexible automation and tooling with complete integration with advanced business and engineering systems to streamline and reduce overall operating costs.

It will also require a refocused effort on the development of the next generation of manufacturing technologies in order to be ready to meet the challenges of the next generation of innovative products.

This must be achieved through improved process technology and capitalization and be directly integrated with new management operating practices to gain significant Productivity Improvements.

Assistance to gain understanding of what technologies are applicable and where the information can be obtained will be provided..

The SME technology/technical communities will assist in this effort.

Strategic planning / Innovation methodology

We will provide a combination of workshops and arrange focused consultation to install the correct processes for agile systems to support not only the strategy for the next generation of products or market approach but also the innovation methodology and the skill-set to perform this activity.

We will source and propose an integrated coaching process using the best support groups available

New Product Introduction & Rapid Prototyping

We will provide a workshop and consultation process to install the latest management processes and computerized technology and capital equipment to ensure the capability exists to undertake an organized and low risk process to launch new products through the organization, and also perform rapid prototyping and simulations to achieve a competitive new product introduction capability.

Balanced Sourcing / Supply Partnering

The TBM initiative can apply to all manufacturing industry sectors and many experts are predicting that for some sectors the tipping point for re-shoring in Canada will be reached soon.

Due to the offshore cost increases in wages, transportation and exchange rates, all local manufacturers need to pursue a competitive analysis to determine if the escalating offshore costs have created the opportunity to gain a true price advantage through local manufacturing.

There must be an ongoing review of Balanced Global Sourcing strategies and models, costs structures and global market economics to better understand the total cost of ownership of off-shore versus on-shoring manufacturing. The trade-offs must be analyzed in order to maximize the opportunity for a prosperous localized manufacturing-based economy.

The decision makers will need to review these global sourcing factors and direct their business plans correctly to become competitive... they will need to understand that the sourcing decision is not just the labor rate differential. It's much more complex, and involves an understanding of the costs of manufacturing technology / logistics/ fuel / quality / tariff / exchange rate / distribution and product support costs. It must also include the risk to off-shoring Intellectual Property and the huge opportunity to better harness local innovation capability which would be strengthened via local manufacturing and a more clustered supply base.

We need to advise and educate, realign and offer measurements for business management on the advantages of simplified and shorter business supply chains with a high value-added ratio.

An integrated workshop and costing template package will be made available with follow-on consulting as required.

Production Process Excellence

We will provide an integrated LEAN certification and associated production process excellence package that will focus on all aspects of production excellence including the cultural aspects of the organizations success.

Many experiential benchmarking tools and workshop material will be proposed in an integrated manner and will also be offered in a train the trainer format.

We will source this from the best industrial training groups in your area and sector.

Distribution and Inventory management

We will source an expert group that will have experience in the sector of the organization. This group will set parameters and a plan for improvement and define an initial roadmap.

Business Systems & Computer Integrated Manufacturing

Using a CIM benchmarking model a requirements document for the future of the specific business will be prepared. This will define a multi phased plan to undertake a total CIM journey that will be specific to the organization and the sector it occupies. At the completion of this exercise the implementation can be coordinated by proposed expert groups.

Management technique upgrades

Many organizations will have to upgrade the management skills to better manage and motivate the workforce and will also need many new tools and techniques.

We will provide a key skills shopping list for the specific organization.

Organizational learning systems / Apprenticeship program.

We will advise on what programs and systems are available and how these can be accessed by the organization.

General comment

These toolkits will evolve as we define the requirements.

The use of these tools will be at the discretion of the individual organization.

TBM ACTIVITIES

Here is a list of the activities we have done or are undertaking within the TBM forum and we are looking for participation from every-one going forward.

Communication

We have developed this TBM Information Package.

We have an active web site at www.sme-tbm.org This contains all of our information.

We can provide TBM Presentations to suit many audiences and events...we are available to present – just ask us.... Contact:

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TBM Roadmap

We have developed the TBM Road Map (the Plan)... this is now a detailed package and will include a tool kit and engagement process for manufacturers to seek help.

The Pre-requisite for involvement with TBM and our next step is a detailed 40 question self-positioning survey now released to over 6000 contacts. Feedback and analysis has just begun.

TBM Promotion to industry and the population at large through trade shows

The TBM message is being presented at major trade shows by means of a TBM Pavilion show and tell session:

The next Trade shows where we will Present TBM Are:

Advanced Manufacturing Expo in September 2012 in Toronto

Medical Manufacturing Innovations in October 2012 in Toronto

The presentation we gave at FABTECH 2012 to the show participants is:-

<http://sme-tbm.org/app/download/5831267604/FABTECH+Canada+2012+TBM+presentation+web+version.pdf>

Publicity

Active information website focused on TBM at www.sme-tbm.org

Video releases by various trade magazines such as PLANT and Metalworking and Automation news including videos on YouTube.

TBM Introduction

<http://www.automationmag.com/video-library/video-highlights-sme-vows-to-take-back-manufacturing.html>

TBM video on “Why do we need TBM??”

<http://www.youtube.com/watch?v=Kiz051Bke0w>

The video explaining our TBM survey:

<http://www.automationmag.com/video-library/video-sme-continues-its-push-to-take-back-manufacturing-in-canada.html>

Technical Magazine Coverage.... We have been transmitted over the technical press syndicate and this is appearing in multiple trade magazines. Here is a sample of the articles that have been written about TBM:

<http://www.canadianmanufacturing.com/general/sme-rallying-cry-take-back-manufacturing-44700>

<http://www.automationmag.com/ma-content/industry-news/sme-continues-to-push-its-take-back-manufacturing-campaign.html>

<http://www.canadianmanufacturing.com/fabrication/production/taking-back-manufacturing-51066>

Articles in other publications including the PEO magazine and the Toronto Star:

<http://sme-tbm.org/app/download/5809147904/PEO+TBM+article.pdf>

<http://www.thestar.com/business/article/1145753--manufacturing-s-grim-battle-to-survive>

A separate interactive survey result we did recently at a technical cocktail session with industry experts.

<http://sme-tbm.org/app/download/5832107204/The+FABTECH+COCKTAIL+QUIZ.pdf>

Regular TBM news release via SME monthly meeting mail outs.

We have developed a mailing list of 6000 industrial based members and supporters.

Further planned releases in technical trade magazines with a focus on how to help other manufacturing sectors

Focused speaking engagements planned to related business associations and societies.

Currently developing a detailed positional paper on “*The Waste in the Global Supply Chain*” to be published and recognized by the Progressive Economics Forum and economic community at large.

Contact established with the business sections of The Toronto Star and The Globe and Mail.

More information at <http://sme-tbm.org/news> & <http://sme-tbm.org/tbm-press-release-information>

Society of Manufacturing Engineers (SME) Corporate support

Separate funding from SME Corporate to expand the TBM concepts and provide the training and education packages to both mature and junior membership and chapters across Canada.

Working with the US-based re-shore group and the Association for Manufacturing Excellence (AME) to consolidate the message and launch the balanced sourcing tools.

Business plan to roll out an SME support network to provide training products by mid-year 2012. The focus will be on LEAN and Six Sigma tools and technology assessment techniques.

Professional Engineers of Ontario (PEO) Corporate support

We have great support from the PEO.

See the official PEO magazine article which is a great summary of what TBM is all about:

<http://sme-tbm.org/app/download/5809147904/PEO+TBM+article.pdf>

PEO Council motion made and carried for PEO's official support for TBM.

Promoted TBM at several PEO Chapter presentation ceremonies.

Presented TBM to the Repeal of the Industrial Exception Task Force (RIETF).

Considering including TBM in the new Professional Standards Sub-committee on Industry

Will have Continued liaison with the RIETF on TBM issues, also with SME as members.

On-going support for TBM in GLP

Providing input into PEO and OCEPP events including planning for multiple future events.

Other TBM activities

Working with local training organizations to integrate products together into one self-help TBM tool-kit.

Working with the industrial education sector councils to review and realign the education and training platforms in Ontario for the benefit of the manufacturing sector and a better focus on its needs.

Connected to major financial, banking and consulting groups to receive input for economic reports and presentations.

Regular SME Toronto monthly meetings following TBM-related themes with invitations going out to a 5000 member data base:

- TBM Road Map awareness ... with updates at end of each subsequent monthly meeting
- Innovation Methodology
- Balanced Sourcing
- Industrial Educational Structure Review
- Rapid Prototyping Technology Review
- Capitalization and Capacity Improvement Strategies
- Others TBD

TBM NEXT STEPS

We have gained some traction with government and policy makers and this activity continues.

TBM Positional Survey

The next step is to gather information on specific industry issues to help refine solutions. To do this we designed the TBM positional survey to detail and define the support that we will need to provide to the industrial base and its workforce.

We are now asking the industry to perform the TBM positional survey and interest is high... we will be doing email blasts on this.

We will gather the TBM survey results and issue a review package once discussed at TBM forum level.

Industrial Education System Report

We gathered information on the issues with the Industrial education system and presented this information at the April SME Toronto meeting.

A task group is being formed to delve more deeply into the proposed solutions and develop an implementation plan.

A separate report will be issued on this when complete.

Alignment with US groups

US politicians are promoting "re-shoring", including the White House. We intend to get support and linkage with these US facilitation groups and consolidate into the Canadian environment as a North American trade bloc proposal (share and grow the TBM brand).

FINAL WORDS

The TBM door has now been unlocked...let's work together and kick it open and Take Back Manufacturing for our future prosperity!

But we need YOUR help!!!

1. Learn more about TBM and our journey on the TBM website: www.sme-tbm.org
2. If you agree with what we have outlined and are concerned for the health of our Manufacturing sectors...

Then take the.... [TBM POSITIONAL SURVEY](#)

Go to www.sme-tbm.org to see how it looks.

Push the red button that takes you to a briefing and survey....

3. Ask everyone you know who cares about manufacturing to take the [TBM POSITIONAL SURVEY](#)
4. Talk and write to your MPP, your MP, your local government and your local newspapers. Tell them you support Take Back Manufacturing and want them to support it too.
5. Or maybe you are an Association or a Society which has a membership that is interested or concerned about the issues we have raised and would like to learn more or even join the TBM forum...

Contact us at nigel.southway@smetoronto.ca

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