



THE BOTTOM LINE

Transform the way you do business.

DOL Grant Creates the Perfect Setting for Nevada Food Manufacturers!



Through a DOL grant that MAP received, MAP has, so far, assisted six food manufacturers throughout the state and over 230 Nevada employees have received more than 3,500 hours of training, including Principles of Lean Manufacturing, Value Stream Mapping, Lean English Essentials, and Building the Collaborative Workforce. A key part of the training includes the development of "Lean" English skills among the Hispanic workforce, enabling these employees to be included in company-wide Lean training and continuous improvement projects. The success of these efforts has been reflected in improved job retention, promotions and wage increases achieved by the Hispanic employees. In addition, companies have benefited through increased production efficiencies, reduced lead times and improved profitability.

Another MAP Success Story



MAP Helps Take Zappos To A High Level

*By Lou Lamatrice, Project Manager,
MAP Las Vegas, NV*



The year was 1999. Founder, Nick Swinmurn, was walking around a mall in San Francisco, looking for a pair of shoes.

One store had the right style, but not the right color. Another store had the right color, but not the

right size. Nick spent the next hour in the mall, walking from store to store, and finally went home empty-handed and frustrated.

At home, Nick tried looking for his shoes online, and was again unsuccessful. Although there were a lot of "mom and pop" stores selling shoes online, what was interesting to Nick was that there was no major online retailer that specialized in shoes.

So, since it was 1999, and anything seemed possible at the time, Nick decided to quit his day job and start an online shoe retailer... and Zappos.com was born!

In 2004, the Nevada Development Authority (NDA) assisted Zappos as it moved its corporate offices from California to Las Vegas, Nevada. Included in that move was assistance from the Nevada Commission on Economic Development (CED) in the areas of sales and property tax abatements. Also, at the July 2004 Commission on Economic Development meeting, Zappos with the help of the NDA and Management Assistance Partnership (MAP) received the first of its three Train Employees Now (TEN) Training Grants.



Continued on page 2.



For more business success stories, past newsletters, upcoming classes and convention events visit our website:

www.mapnv.com

Or call MAP toll-free: 1-800-637-4634

ZAPPOS.com cover story

These grants have played a significant role in assisting in the training and growth of Zappos and its employees. All new employees hired in the call center and corporate office are required to go through four weeks of 'Customer Loyalty' training before starting their jobs and moving into their career path.

The assistance provided by the CED grants and MAP has helped a trained workforce to grow a gross merchandise sales market of \$184 million in 2004 to a projected \$600 million in 2006. The TEN training grants have provided Zappos over \$329,000 dollars to train its workforce. MAP and the Community College of Southern Nevada (CCSN) partnered to provide the training including customer service, com-



puter usage, supervisory training and a variety of other programs to meet the specific needs of the Zappos employees.

The Zappos.com currently has a staff of over 600 people. The vast majority of

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employees work on the front lines taking care of customers or shipping shoes out of the distribution center. In addition to the Nevada call center, Zappos staffs another 500 or so employees at their distribution center in Kentucky. Zappos believes that the most important key to growing and maintaining their online sales success will be their service-oriented culture. Zappos

invests time, money and effort to constantly improve their corporate culture. MAP has been a partner in assisting Zappos develop this culture, and has been instrumental in assisting Zappos.com develop a well-trained workforce providing the best service and the absolute best shopping experience to its online customers.

Visit their website at ZAPPOS.com for more information.

Take advantage of what many companies are already tapped into. For information about MAP go to www.mapnv.com.



Audit...It's not a scary word if you take this workshop!

ISO 9001: 2000 Internal Auditor Workshop - March 21-22

Workshop location: CES Machine Products located on 8880 Double Diamond Parkway, Reno 89521
This unique approach to internal auditor training allows participants to perform actual audits with the help of a professional coach. Seating is limited. Register online at www.mapnv.com and select the Courses and Events link.

Participants will:

- Understand basic auditing methodology
- Perform advanced process auditing
- Form audit teams
- Review and understand the ISO 9001:2000 standard
- Compare company documentation to the ISO standard
- Perform live audits on actual company processes
- Document and present audit findings

Registration: \$549 includes lunch and the following materials: ISO 9001:2000 Standard, *ISO 9001 Survival Guide* and a workbook with CD including auditing procedures, checklists and forms. Seating is limited so register today.

Instructor: Doug Anton has almost two decades of ISO 9000

experience and has guided scores of diverse companies through successful ISO implementations.



"All of our participants felt it was time well spent. Doug has a "user-friendly" approach that avoids a boring classroom environment. The training yielded many practical solutions and ways to help our organization improve."

— Ada White, Vice President, Pro-Dex/Astromec

ON THE ROAD WITH MAP

Jeff Lawrence Promoted



Congratulations to Jeff Lawrence who recently became the Operations Manager for MAP in the northern region of Nevada. Jeff fills the position that was vacated by Sandy Haslem when she became Director of MAP.

Jeff has an MBA in Finance and Management from The University of Chicago and a BS in Business Administration - Operations & Systems Management, from Indiana University. He is also Certified in Production and Inventory Management (CPIM) from The Association of Operation Management (APICS).

Jeff has more than twenty years of experience in materials, production, and warehouse management. Additionally, Jeff has over 6 years experience in software development, working for software companies that focused on manufacturing and the supply chain optimization. His manufacturing areas of expertise include Lean Manufacturing, Theory of Constraints (TOC), Demand Flow Technology (DFT), electronics/high-tech manufacturing and outsourcing. Software areas of expertise include constraint based planning, master scheduling, shop floor control, configurators, and collaborative commerce.

Jeff has become a popular expert with many MAP clients, as a result of his strong MAP project successes.

Nevada FOCUS Graduation

Southern Nevada FOCUS participants had their graduation breakfast Wednesday, September 27. The graduating class included 15 graduates: two people from Mirage, two from Treasure Island, one from Clark County Government, one from Nevada Department of Correction, and nine from Clark County School District.



Present in the audience were the thirteen graduates, several Southern Nevada FOCUS Advisory Board members, MAP staff, and a FOCUS sponsor from Nevada Power.



After the breakfast State Senator Mr. Dennis Nolan was at the podium for the keynote speech on energy conservation. After the speech Ms.

Debra Solt, Director of Workforce and Economic Development of Community College of Southern Nevada, presented the graduates their hard-earned certificates.



An Organization Where Business Meets To Share Real World Knowledge

UPCOMING EVENTS

January 31: Membership Kick-off '07 – Join us as we hear from our new Board and lay out the programs and events for the coming year.

February 15: Enron – The Smartest Guys in the Room – Movie and Panel Discussion. Panelists include: Jeff Shaw - CEO Southwest Gas; Honorable Bruce A. Markell - U.S. Bankruptcy Court Judge District of Nevada; Nancy Rapoport - Professor of Law University of Houston Law Center.

March (TBA): Hedge Fund Panel, please call for more information.

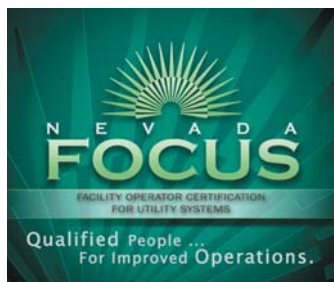
April (TBA): Bankruptcy Panel, please call for more information.



For information visit our web site at: nevada.turnaround.org | Office: (702) 952-2480 | Email tmaofnevada@yahoo.com

NORTHERN NEVADA FOCUS WORKSHOPS

Register for the entire Nevada Focus, Northern Nevada series. This is a 12 week series beginning February 9 and running through April 27. Registration includes instruction and handouts, continental breakfast, lunch and break snacks. Register online at www.nvfocus.com, and select the Northern Nevada link.



**Workshop 1
Building Systems
Overview - 4 hours,
February 9.** Gain an overview of energy efficiency principles, building systems fundamentals and how systems interact and affect overall building

performance. Hear best practices from local practitioners. Learn how these workshops will be conducted, what to expect and what's expected of you. For retro-fit and new building construction, learn about LEED Certification and Building Commissioning and incentives.

Workshops 2 and 3

Electrical Systems and Power Quality - 16 hours, February 16 & 23. Learn the fundamentals of electricity and its application in the workplace. Find out about common distribution problems and how electricity is distributed. You'll also hear about public address, fire alarm and low voltage systems and discover the "need-to-know" power quality issues you may have at your facility. Find out how to prevent most power-related problems.



Workshops 4 and 5

HVAC Systems and Controls - 16 hours, March 2 & 9
Learn about the operation, maintenance and preventive maintenance of equipment and components typically found in commercial buildings, including central heating, cooling, air and ventilation systems.

Workshop 6

Plumbing and Water - 8 hours, March 16.

Gain an overview of chemical water treatment, water waste and backflow contamination. In addition, learn about maximizing water cycles and minimizing evaporation in cooling towers.

Workshop 7

Maintenance Management and Practices - 8 hours, March 23. Become familiar with the underlying fundamentals for both manual and automated systems for energy efficiency and equipment operating reliability. You'll also find out about generic algorithms, low voltage, work order systems, maintenance checklists, sourcing and purchasing.

Workshop 8

Code Compliance for Efficiency and Safety - 8 hours, March 30. Improve efficiency by learning how to use energy and maintenance-related codes. Find out how to comply with important health and safety codes to prevent accidents and near misses. Also, gain an overview of energy, environmental, health and safety codes that impact facility operations.

Workshop 9

Energy Efficiency Techniques and Efficient Lighting Fundamentals - 8 hours, April 6. Learn the basics of energy accounting, fuel options evaluation, operation and maintenance strategies and energy management planning techniques. You'll also hear about lighting fundamentals, evaluation of lighting levels versus needs, economical and energy-efficient lighting. Find out about comprehensive, organization-wide ongoing energy efficiency awareness activities.

Workshop 10

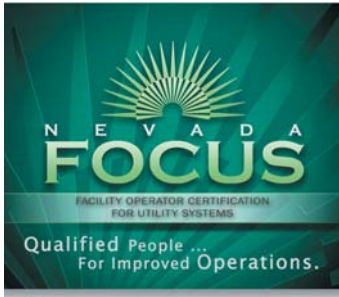
Energy Assessments and Student-Submitted Real-Work Scenarios - 8 hours, April 13. Find out how to measure the energy performance of your facilities, what you need to measure and how to do it. Find out where your facility uses energy and how it compares to other similar users. You'll also find out about the pros and cons of internal versus external assessments, and take part in interactive review of real-work scenarios provided by you and your peers. In addition, you'll learn about root cause analyses and how to develop an action plan.

** Pre-requisite workshops 1 through 9 **

Workshops 11 and 12

Into Action - 16 hours, April 20 & 27. Get tips on how to compete for capital in this workshop. You'll also find out about return on investment and payback period calculations using your and your peers' actual workplace scenarios. Develop your communication skills by learning how to make presentations to decision makers.

** Pre-requisite workshops 1 through 9 **



SOUTHERN NEVADA FOCUS COURSES

Facility Operator Certification For Utility Systems

This series of courses can lead to facility operator certification. One day courses include continental breakfast (begins at 7:00 a.m.), lunch, refreshments and free parking. Each course begins at 7:30 a.m. and concludes at 4:00 p.m. and is held at the UNLV Stan Fulton International Gaming Institute, 801 E. Flamingo Road, Las Vegas, Nevada. NSHE awards 0.7 CEU and 7 PDH per course with certificate. Discounts may apply. Register online at www.nvfocus.com, and select the Southern Nevada link.

FOCUS TRACK I

January 16: Electrical Systems – Part II

- Electrical Control Circuits
- Motor Theory/Motor Selection –Start/Stop/Ladder Logic
- Electrical Motors - Variable Speed Drives
- Low Voltage Systems - Telecommunications, Security, & Fire Alarms

February 20: Cx and Operating to Code

- Code Interpretation – UMC, IBC/UBC, NEC, UPC and ADA
- Understanding Theory Behind Fire and Life Safety Codes
- Code Requirements for Indoor Air Quality - ASHRAE
- Fundamentals of Design – Electrical, Mechanical, and Plumbing Systems

March 20: Energy Conservation

- Energy Conservation Measures That Work for You
- Identifying Common Energy Waste
- Water Efficiency for Building Operations
- Compressed Air Systems

April 17: Innovative Management Principles – Best Practices

- Identifying What Motivates People – Behavioral Modification
- Managing for Energy Efficiency – Eliminating Wasteful Practices
- Project Management Systems – Software That Works
- Project Scheduling Fundamentals

May 15: LEED and “Green Building” Concepts

- Design Goals and Project Objectives
- Integrating Concepts into Projects
- Alternative Energy Sources
- Passive Energy Conservation Measures – Thermal Envelope Systems

FOCUS TRACK II

January 18: Project Economics, ROI, and Cost-Benefits – The How To’s

- Cost-Benefit Analysis
- Life Cycle Costing – Energy Assessments
- Value Beyond the Building
- Investments/Return on Investments (ROI)

February 22: Operations and Maintenance (O&M)

- Preventive Maintenance – Operations, Education, and Training
- Thinking Beyond Your Specialty – Extending Equipment Life
- Building Support for Your Cause – Increasing Awareness
- Emergency Power Operations and Stand-By Generation

March 20: Energy Conservation

- Energy Conservation Measures That Work for You
- Identifying Common Energy Waste
- Water Efficiency for Building Operations
- Compressed Air Systems

April 19: Capstone Course

- Stewardship – Sustaining the Effort
- How to Commission a Building
- Thinking Out of the Box – Asset Management, Design-Build and Lean Principles
- Case Studies

May 17: HVAC – Part I

- Central Plant Boilers, Chillers, and Cooling Towers
- Hydronic Systems, Pumps, and Treatment
- Air Handlers – Constant and Variable Air Volume (VAV)
- Testing, Adjusting, and Balancing – Air and Water Systems



**NEVADA
MANUFACTURERS
ASSOCIATION**

NMA is an association of manufacturers in Nevada joined together to pursue common goals.

Through the leadership of its members, elected officers and staff, the NMA is recognized as the voice of manufacturing in Nevada.

Ray Bacon,
Executive Director
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Fax: 775-883-8906

Nevada Manufacturers Association
780 Pawnee Street,
Carson City, Nevada 89705-6938

**Complimentary
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who contact
Max Gregorich,
Project Manager
at 702.895.4998

MAP Lean Manufacturing Programs That Work!

Lean Manufacturing 101 Workshops

Northern Nevada (one day) **Lean Series, LE101**

MAP Northern Nevada will be conducting the popular one day Lean Manufacturing workshop January 18, April 19, July 19 and October 18 at the TMCC Meadowood located at 5270 Neil Road



in Reno. Join other leading manufacturers in the Reno area and learn how to improve your profitability. The workshop is designed for Owners, Operations Managers, Supervisors, Lead persons and others who contribute to efficiencies in the factory or office. Reinvent profit making opportunities. World class companies use these Lean Manufacturing principles to gain a competitive edge and higher profit. Registration includes materials, continental breakfast, lunch and snacks, plus The LEAN ENTERPRISE Memory Jogger booklet as a continuing resource guide. Topics to include: more throughput, less inventory, lower labor costs, higher quality, less scrap, customer satisfaction, safer work place, neater work place.

Outcomes from taking the workshop include:

- * Learn how to get rid of the 8 common sources of waste.
- * Use a “hands-on” workshop to experience the transition to Lean Manufacturing.
- * Develop a “specific” project for your company as a class project.

throughout the business! The purpose of Lean Manufacturing is to strengthen manufacturing firms by helping to reduce material waste, time and processes. Some manufacturers who embraced Lean Manufacturing systems experienced: productivity improvements, reduction in work-in-progress, increase of space utilization, improved quality and reduction in lead times. Registration includes lunch and materials. Register online at www.mapnv.com.

Lean Manufacturing 101 Workshops -

Southern Nevada (one day) **Lean Series, LE101**

New: Plan a Lean Project for your company during this Workshop

MAP Southern Nevada presents the popular one day Lean 101 workshop on January 10 at the Desert Research Institute, 755 East Flamingo Rd., Las Vegas. The Workshop is designed for Owners, Operations Managers, Supervisors, Lead persons and others who contribute to efficiencies in the factory or office. Reinvent profit making opportunities. World class companies use these Lean Manufacturing principles to gain a competitive edge and higher profit. Registration includes materials, continental breakfast, lunch and snacks, plus The LEAN ENTERPRISE Memory Jogger booklet as a continuing resource guide. Topics to include: more throughput, less inventory, lower labor costs, higher quality, less scrap, customer satisfaction, safer work place, neater work place.

Outcomes from taking the workshop include:

- * Learn how to get rid of the 8 common sources of waste.
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Register online, at www.mapnv.com, “Lean Manufacturing Workshops & Seminars,” Southern Nevada.

Isn't it about time...

...you knew what your boss knows?

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www.apics-nors.com





MAP provides business and technical assistance to improve Nevada industries' profitability.

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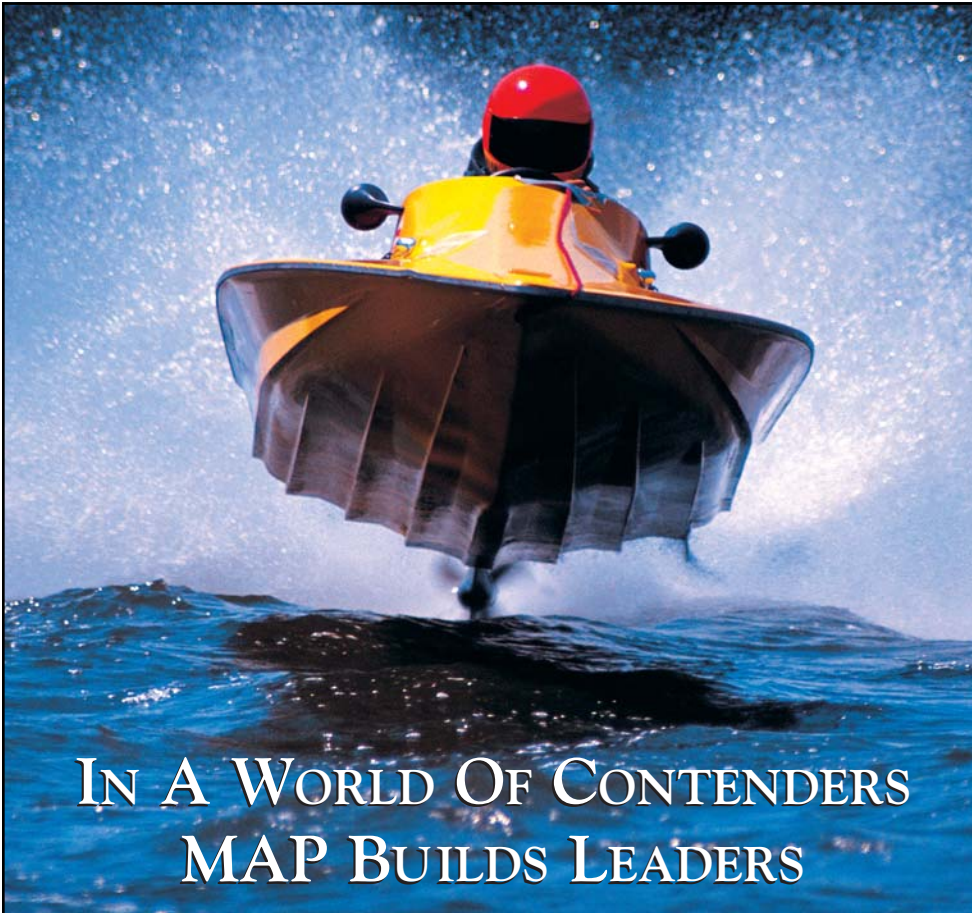
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MAP BUILDS LEADERS**



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