

“17 Things You Must Do  
To Fix Your Inventory  
Data.”

*(“That No One Will Ever Tell You.”)*

**Secrets That 99% Of All  
Inventory Control Professionals  
Don't Know  
And  
Will Never Find Out!**

The little secrets are finally revealed:

## **Even Some Of The Best Manufacturing Companies In The World Suffer From And Continue To Struggle With The Negative Impact Of Poor Inventory Data . . . . .**

- Poor Inventory Data that **impedes on-time customer delivery**
- Poor Inventory Data that **causes overtime**
- Poor Inventory Data that **turns supervisors into expeditors**
- Poor Inventory Data that **makes your suppliers not trust you**
- Poor Inventory Data that **cuts into precious weekends with your family, and**
- Poor Inventory Data that **shrinks those bonus checks at year end.**

Dear Friend and Inventory Control Professional:

Hi! I'm Tom Ribar and I've been working in and around manufacturing for over 25 years. If there has been a theme or a constant in my work it has been working in businesses or with organizations that seemed to invest an extraordinary amount of their time fighting fires, chasing missing parts and muscling orders out the door to customers, . . . . . only to repeat the process the next day.

**It made me wonder!**

Why are we doing this to ourselves?

**It made me angry!**

Is there not a way out of this mess?

How was I ever to have time to work on improving the business when every moment of my time was consumed with fixing the next problem? I was a pretty organized person in that I had created a thought-out **TO-DO list each day** before I left work in preparation for the next day. That part worked OK.

**But that was the only part that worked.** I can't even count the number of days that I came to work with the best of intentions; that is to work the plan I had created the night before. However, on way too many occasions when the end of the day rolled around, I realized that I had never even gotten to the #1 item on my TO-DO list. Again, I had invested (actually "spent") my entire day running from one emergency to the next. **Have you ever felt that way?** Be honest here. I know you have!

Now don't get me wrong. I got a lot of stuff accomplished. But how did I feel? How would you feel? How do you feel today?

Felt both Good and Bad, at the same time. Why? Well, on one hand I had crushed a lot of rocks, slayed many dragons and put out a bunch of fires. That part felt good. On the other hand, when I looked at the long term "project" responsibilities I had for things that would improve the business, I would have to give myself a failing grade. I just did not get that job done very well at all.

And that scenario played itself out day after day after day. Know what I mean?

### **I was no longer angry, . . . I was ticked!**

I realized that I could not go on this way for too much longer. It was wearing me down both personally and professionally.

### **Roll the calendar forward**

Let me roll the calendar forward a few years and bring you up to date. It took me a few years but we finally began to unravel the mystery. When I look back it all seemed so simple. In fact I was even more than Ticked Off that I/we did not figure out the root cause of the problem many years before.

### **In short . . .**

We had been trying to do many very interesting and also very profitable things in our company.

### **But we had the sequence backwards.**

We had been trying to improve but we had overlooked the basics. Our company was broken. Only when I looked back was I able to really see how unstable our business was.

### **What do I mean by unstable?**

I would rather tell you what a stable company looks like. A stable company is one where **The Routine happens Routinely**. There is a **valid schedule** that is founded on **valid priorities**, calculated with **valid information**. Company data is as near to perfect as is humanly possible. Now, that is not to say that exceptions do not occur. Of course they do. But that is what your good people, your human capital is for, to solve those problems and put out those fires that are truly unexpected.

**Now put yourself in this picture. Imagine for a moment. . . .** You start knocking off the items on your TO-DO list, one by one, working on the most important priority first and then the next most important one. AND, most of your priorities are long-term improvements for the business. Sure, . . . every once in a while, you are interrupted by an unexpected skirmish, but you even deal with that in a routine manner and get back to adding the

best value you can to the business. And that is only by focusing on long-term fundamental improvements.

Now you might say:

### **What's wrong with this picture?**

I know, that seems impossible at the moment. Right? Why? Well, let's get back to the point of this Special Free Report. The topic is Inventory Record Integrity. That was our **#1 Show Stopper** that had been getting in the way of us having a Stable Environment. Remember, a stable environment is a prerequisite to being able to focus on the real long-term improvements. (And if you want to know, the long-term improvements are really the fun stuff to do.)

Yes, we finally realized that until we focused on fixing our Poor Inventory Data, that we would have little time for anything else.

The following 17 items come from living it. . . . and fixing each and every one of them. Yes, it can be done, and **in only 90 to 120 days. I'll show you later.**

### **They are 17 things that we were doing every day that sabotaged our efforts at improving our Poor Inventory Data.**

We were sabotaging our efforts without even realizing it. Several of these 17 items have been added from my post-manufacturing days. You see, in the last 'over 2 decades' I have moved from being in manufacturing to being a coach and an advisor to manufacturing management teams. This list of 17 items then is cumulative. Just in case you are wondering. The list is compiled from the list of Successful companies, those that have cured their Poor Inventory Data problems. I also have the other list, the things you should not do. For obvious reasons, we won't discuss that here. Don't want anyone committing the wrong list to memory.

I have been involved in many aspects of manufacturing. From the selection and implementation of MRP/ERP systems, to creating a valid schedule, to improving the flow of material, to rearranging the plant layout, to creating an effective Sales and Operations Planning process to creating a Lean shop floor environment. Yes, lots of stuff.

In all that experience, however, there was once again a distinct trend. And that is: We were not successful at any of the above until we addressed one of the key root causes of bad business performance, and that is Poor Inventory Data. We had to address the first thing first. That is the key.

So, What are those **"17 Things That You Must Do To Fix Your Inventory Data,"** (That No One Will Tell You)?

Let's get started.

### **Item #1 – Cycle Counting is NOT STEP #1.**

Sorry to burst your bubble right here on Item #1, but it is true. Cycle Counting is the last and confirming step, not the first step. If you start with cycle counting, you will never have the patience or the incentive to call a time out to fix the really serious issues.

When we used a completely different approach, to identify and solve all of the underlying problems up-front, we discovered over 500 problems. We got them all fixed in 120 days. How long would it have taken a cycle counting program to flush out and solve those same 500 problems? This convinced me that we never would have gotten there by simply cycle counting.

The purpose of cycle counting is to prove that your inventory transaction processes are working correctly, and to fix minor issues;. It is not to fix vast array of major issues that will continue to plague your company and result in Poor Data Integrity. That major level of problems needs to have been fixed BEFORE you ever start cycle counting. Actually, before you even start thinking about cycle counting.

### **Item #2 – Cycle Counting is done by trained experts.**

You get what you pay for. The person who does the cycle counting needs to be a pro with the right tools to do the right job. A trusted pro can be focused on getting to the root cause of any error. When the wrong person does the counting, like selecting the person who “*happens to be available*”, you are too apt to be second-guessing the integrity of the counter, and not focusing on the integrity of the inventory process. The person or persons you elect needs to understand your products, your processes, your people, your procedures and your software and manual systems.

### **Item #3 – The Cycle Counter also reconciles the data.**

The job of cycle counting is far more than simply counting. Yes, counting is important, however, the cycle counter(s) must be totally responsible for their work. From performing the count, verifying its accuracy, reconciling any discrepancies, getting to the root cause of every issue, adjusting the inventory, posting the daily results AND ready to initiate a cross-functional corrective action teams to get to the systemic cause of the more significant issues.

**I can already hear what you are thinking . . . .** “Our cycle counter does not understand the system well enough to interrogate all the discrepancies, I am the only one who can really do that.” ~~Right?~~ No, not right. Many others have thought that for years. And the results are always the same. Your cycle counter must be a trusted and knowledgeable member of your team, able to handle the entire process from selecting the parts to posting the results.

Remember, **Counting is just one small part** of the job of a Cycle Counter.

### **Item #4 – Cycle counting starts once the inventory reaches 100%.**

Yes, **you read it right. Let me repeat it.** Cycle counting starts only when the inventory has already been proven to be at 100% accuracy. Now that is sure to raise a question in your mind. You see, there is very little, if any, empirical evidence to prove that a cycle count program can raise the level of inventory to high levels on a **predictable schedule and in a time frame that is acceptable to the business.**

The purpose of cycle counting is to prove that your inventory processes are working correctly. You become convinced that your process is working when the inventory balances continue to stay at that 95%++ level. Cycle counting can't get you there, but it surely is the right tool to keep you at 100%. The challenge for many companies is to find and implement that proven approach – like we did - that will get them to 100%. Read on to learn more.

**Item #5 – Treat Bad Data as a Boardroom Issue, not as a Stockroom Problem.**

When a problem is viewed as narrow, we find all narrow solutions. As I discovered, Poor Inventory Data can be the result of a wide range of issues, many or even most of them having nothing to do with the inventory control department or the stockroom personnel. Unless the issue of poor data is treated as the **entire company problem** that it truly is, it is unlikely that you will ever get to the root of the serious issues, and thus, you will never achieve the level of inventory integrity that is required to run the business.

So, what does that mean. It suggests that an issue of this magnitude needs to be addressed by a project leader and a project team that is endorsed by the company management team and in many cases, by the President/GM and his or her direct reports. The solutions will likely transcend the entire organization, and as such needs support, both financial and emotional from the highest levels in the business.

**Item #6 – The Bills of Material are 100% accurate.**

Let me explain. If you count on your bills of materials for shop order picking, or better yet, for doing any type of automatic deduct transactions, then the bills of material better be 100%. (NO, not just 99%! Would you tolerate a bank that kept your checking account at 99% accurate?) And you should be auditing (cycle counting) the bills just as rigorously as you do your inventory.

**Item #7 – Scrap and Substitution reporting must be infallible.**

Whether a company chooses to create an environment of using shop orders or one of visual signals via Kanban cards or lean manufacturing techniques, scrap and substitutions must be reported accurately. All shop reporting relies on the routine happening routinely. Any exception to the normal routine requires that the exception be reported promptly and accurately.

**Item #8 – A daily transaction cut off time is mandatory.**

There must be **a time** during **each 24-hour day**, when you can be assured that all of the inventory related transactions of the previous 24 hours have been 100% completed. This means that all transaction data has been entered into your MRP/ERP/Computer system and verified. If you want to make cycle counting be difficult, challenging and virtually impossible then all you need to do is to allow the daily inventory related activity to be transacted (put into the system) when ever you get time, sometimes with transactions lagging over to the next day or even longer.

**Item #9 – The controlled stockroom must be staffed on all shifts.**

Putting a rigorous process in place to insure inventory integrity on first shift is fairly common. Where a multiple shift operation exists, it is also quite common to leave the controlled stockroom open on the other shifts. Just think about the logic of this! More importantly, devise a fool-proof process that allows all value-added operations to have access to the parts and supplies they need to make money for the business, AND at the same time allows the sanctity of the inventory to be maintained. Remember, doing the correct transaction is not **IN ADDITION** to the job, it is a critical part **OF THE JOB**.

#### **Item #10 – Document, Document and Document some more.**

Thorough procedures and process documentation are a prerequisite to thorough training. And thorough training is a prerequisite to having high levels of inventory integrity. I probably do not need to say more, but I will.

Good process documentation is at the foundation of consistent execution of the required steps. It is also at the foundation of being able to easily teach new people how the job must be done. Without good procedures, you are forced to rely on the “tribal knowledge” of the outgoing person to pass their interpretation of the “correct way” on to the incoming person.

Now let’s be honest here. Procedures thick with many words are horribly boring to read. How many times have you consulted the S.O.P. manual in the last few months? See what I mean? The procedures I am talking about need to be graphic, visual and flow chart oriented. With the technology that is available today, you need to also consider using an on-line and video based set of documentation for this important aspect of business control.

#### **Item #11 – Everyone must know their role in inventory integrity.**

Whether a person performs transactions themselves or simply fills out paperwork that ultimately affects inventory, they must appreciate their potential impact on valid data. It is also key that everyone else also understands how the lack of good data affects them so they can become advocates of following procedures to the letter themselves AND advocates who can help and encourage others to follow the process as well. Think, about your business. Do people who fill out job tickets, even to report one single operation, understand the potential impact of their count on that shop order, and ultimately on the overall inventory? Does the person who sweeps up on third shift know the difference between scrapped parts on the floor and good parts that may have fallen off the assembly line or off a workbench? How would those two situations impact your inventory?

This will not happen by just legislation. You must have positive and active advocates in the business who are constantly teaching, explaining, coaching and cajoling. Without every single person’s buy-in to the importance of High Quality Inventory Data, you can never be sure the result is sustainable.

P.S. Remember the same level of emphasis is especially necessary for new employees as they join the business. They need to start out on the right foot and understanding the expectations the business has regarding Data Integrity from Day #1.

### **Item #12 – Eliminate the excuse, “I was doing it for the customer.”**

How many times have you let someone off the hook, or even applauded, when transactions were not completed accurately AND on time because you, once again, accepted the excuse that they were chasing parts or working on a late shipment for a good customer? Probably too often!

Just as we expect the bank teller to provide correct change and complete a transaction correctly when the line is short, we expect the same level of integrity when the line is long. You need to expect the same. If the process works in slow times, it must work in hurried times as well. As I said back in Item #9, doing the correct transaction is not **IN ADDITION** to the job, it is a critical part **OF THE JOB**. Everyone must know that, believe that and live that.

### **Item #13 – Define accountability for inventory integrity.**

If everyone is responsible, then no one is responsible. You know that. It is important that every business have a leader (A torch bearer) who is responsible in total for the integrity of all the inventory in the business. It is not necessary that every single person who performs an inventory related transaction report TO this person, but every person IS accountable to this leader for doing the transaction correctly. Once responsibility is defined for each transaction and for each physical area where inventory is stored, they must also be given the authority to carry out their responsibilities.

### **Item #14 – Train, Train and Train some more.**

It is impossible to train too much or too often. When you think you have done enough training, it is likely time to do some more. Initial training, refresher training, new employee training, and job-change training must be conducted on a regular basis. Allowing the trained, to be the trainers for the next group is a good way to insure that everyone is “getting it!” Training requirements need to be integrated into job descriptions and discussed as part of every annual or semi-annual performance review. Many companies create a certification program based on the depth and breadth of training taken. Additional credit is awarded to those who also conduct the training. The more visible the process, the more focused it becomes on everyone’s individual radar screens.

### **Item #15 – Fixing Bad Data has to be treated like a Full Business Project**

If you believe that inventory integrity can be increased up to that 95-98% level in the normal course of business, along with the many emergencies and daily fire-fighting, then I really encourage you to re-think that premise. Look at it this way. How many times have you seen that approach be successful? My guess is, Not Too Frequently.

Unless your business is one that has already achieved that level of Stability that I talked about back on page 3, then you will have too many interruptions each day to effectively make headway on this initiative. (I’ll bet you already know that from personal experience on other projects.) You need to create . . . .

- A real **project**
- With a **project leader**,
- A cross functional **project team**,
- A **project plan** and

- A schedule that top management holds the team **accountable** to.

P.S. If you happen to be that new materials manager or the new production scheduler that the company believes is THE Answer to fixing the inventory, guess again. Leave your ego at the door and admit to yourself and to the company that one person cannot fix a Total Company Problem.

P. P. S. Refer to the discussion of training in Item #14. This project team needs to be trained on a proven process to improve the bad inventory data. The team should not be sent to the R&D lab to uncover a methodology on their own. This will take far longer than the 90-120 days that we know is possible.

### **Item #16 – Back-flushing cannot be used as a time saving technique.**

Back flushing is an earned right, not a birthright. Back flushing is also not simply a software feature used to reduce the transaction load. Back flushing, or doing automatic transactions where one transaction, initiates another is the LAST step in inventory integrity. Until the entire process has been validated to perform flawlessly, back flushing will put more errors INTO the inventory quicker than you can count.

### **Item #17 – Get some help . . . To Help Yourself!**

If there ever was a “leave your ego at the door” project, this is it. No need to try to be a hero and go it alone. That is a sure route to failure. If you have not traveled the path to 95% Inventory Record Integrity yourself before, OR if there is not someone inside your company or in another division who has done it before that you can call on to be your coach, then by all means **Get Some Help**.

Help comes in many flavors. Here’s how.

- A. First and foremost, get educated. Learn the proven process of correcting this long time problem in your business. Figuring out “what” to do is not the time to be a hero. You can be the hero in your company when you complete the project successfully and achieve the magical 95% goal of inventory integrity.
- B. It can mean hiring an expert to teach you the process. I said, “**Teach you the process**”, not do it for you. You and your team must run the project and do the work. No full time consultants camping out in your office using your phones.
- C. Help can and should also mean reading related industry texts and books – You are not the first person to tackle this difficult task. Successful people in manufacturing are avid readers and seekers of new ideas that they can apply to their company.
- D. Cassette tapes (Don’t look through your old 8-tracks for help here.) recorded by industry expert on inventory integrity can be a wealth of knowledge to help you get going, too.
- E. In addition, search out videos and even CD based courses as tools to help you.

- F. The **best solution**, if you want a guaranteed sure-bet, is for you and your team to acquire a comprehensive product that contains everything you will need to successfully plan and achieve the desired and necessary inventory integrity result. Now, I am not talking about from just any source. You need to be sure that this product meets two key requirements.
1. First, you must insure that it is indeed comprehensive and complete. You know, nothing is left out. It must include the **entire plan of action**.
  2. And second, it must be from a source that has a proven track record. The author must be speaking from the point of view that they had done it, and done it numerous times. You don't want to trust a rookie or a novice to be your guide

## **Poor Inventory Data is a Cost You Cannot Afford to Bear**

How Much? Lots! Yes, Lots. I have numbers to prove it. It is so significant that I'll show you in a **Free Bonus Report** that I am including here for you. In fact, I did not really believe it until I personally collected the data to demonstrate that Bad Inventory Data is one of the **Biggest Hidden Costs** that a manufacturing business has. When you finish this Free Report, please refer to the **Free Bonus Report** on the Cost of Bad Data.

**Q. So, if I understand you correctly, you are saying that the problem of Poor Inventory Data is both a costly one and a challenging one to fix. Is that right?**

A. Yes, that is correct. Costly for sure and challenging or even impossible when a company goes about it in an informal or the wrong way.

**Q. Well, there must be a workable solution, because there are companies who have gotten over this problem, Right?**

A. Yes, Right again. The key to the solution takes you back to the point made on the last page, that it is not lack of skills or money that holds most companies back, but it is a **Lack of Knowledge!** And that is not meant to be a slam on anyone or on any company. If you have never done a task before, or never played a new sport before, then New Knowledge is a major factor that is standing in the way of your success.

**Q. What do you suggest for us to get over this Knowledge gap?**

A. I'm glad you asked. Let me "cut to the chase" on that one. For 7 years Management Solutions International has been conducting standing room only workshops to help companies fix their plaguing inventory integrity problems. These workshops (which are actually called Boot Camps) are held all across the country, to rave reviews. These sessions sell out soon after they are announced. Participants are actively engaged

throughout the workshop and return to their companies energized, full of confidence and organized to launch their inventory integrity “Fix-it” project.

I and our team of coaches and instructors have all done it before. Personally I have helped hundreds of manufacturing businesses fix their Poor Inventory Data. Each has used the Proven 8-Step Process developed and refined by me and Management Solutions International.

**Q. So when is the next Boot Camp. I want to register me and my team to attend. You got me excited!**

A. Not so fast. . . . We only do 3 or 4 each year now. Several years ago I faced a real dilemma. I wanted to be home and conduct our workshops in our local region of the country. I like to be at home with my family. All of the interested Boot Camp participants wanted a Boot Camp scheduled in their local area too because they too enjoy being at home with their families. And, considering the cost of travel these days, I understood the personnel and professional desires very well. Our challenge was to figure out a way to help all the people who wanted to learn the Proven 8-Step Process. After much thought and debate, (additional staff, sub-contracting instructors, etc.) Our solution was to package the Boot Camp in a format that we could reproduce in a cost effective and at the same time, an educationally effective manner to deliver the same information to many more people than we could ever reach via our boot camps.

**Q. So what did you do?**

A. Am I ever glad you asked that question. Because in response to many companies having this same problem, we came up with an alternative that is sure to get you started fixing your Bad Inventory Data Problem. In this period of a slowed economy, wouldn't it be nice if you could choose an option to educate your team, learn the things that were presented in the Boot Camp AND never leave your office? If your answer is YES, then we have a solution for you. We call it, **Inventory Record Integrity Boot Camp in a Box**. You and your team “attend” the boot camp from the privacy and comfort of your own office. We have recorded the best sessions from our prior successful boot camps and have put them on audio CDs and cassette tapes.

**Q. Do you guarantee that what we learn will really work and can actually be applied?**

A. Absolutely! This 8-Step Process has been proven in hundreds of cases, in companies big and small, and in a wide variety of industries. If you are a Make-to-Stock, business, Assemble-to-Order, Make-to-Order, running MRP or not, focusing on Lean

Manufacturing, experimenting with Just-in-Time or have fully implemented a Demand Flow philosophy, the process will work for you.

AND we have the Best Guarantee you will ever find. You risk nothing. We bear all the burden of the value you place on the boot camp.

## **Better Than Risk-Free, Money Back ONE HUNDRED TIMES Guarantee**

At Management Solutions International, we are positive that this proven inventory integrity Boot Camp in a Box is the best program around. In fact, we are so sure that you will be able to immediately implement the plan, and see results that we offer a no-questions-asked, money-back guarantee. **We guarantee that this Boot Camp in a Box will be worth no less than One-Hundred Times Your Investment in the product, with you as the sole judge, jury and if you vote "no" – executioner too.**

First, you have a **60-day No-Questions Asked guarantee**. If at any time within 60 days, you aren't completely head-over heels, jumping up and down thrilled with the Boot Camp in a Box, you can send it back to get full refund of your purchase price. This guarantee is very straightforward. No teeny tiny print. No notes needed from your mother. If you aren't happy for any reason, return it to me within 60 days and get your money back. Period. You don't like the title, the color of the package doesn't go with your office, the UPS driver did not say Good Morning when he delivered the package, any reason at all. Package it up send it back and I will return your money. You don't need to give any reason. We simply want you to open the box and dig in. If the Boot Camp in a Box is not what you expected, Send it Back for a Full and Immediate Refund. Period.

### **Also**

Put the product to work for you for up to 120 Days. Use it with your Inventory Record Integrity team. Listen to the tapes, do the exercises, put the team tools to use. If you do not then have in your hands a To-Do List of very specific actions you are eager to take, things to do and changes to make that you can clearly and inarguably see **that you will benefit by at least 100 times your investment in the System in no less than 24 months, we will refund your investment full**. To take advantage of this 120-day Guarantee, all we ask is that you write me a letter and tell me what you did, how it worked, why it missed the mark, and what we can do to improve the system. Then ship your Boot Camp in a Box back to me for a FULL refund of your investment and I will throw in your shipping costs too.

That's right, I'll give you a 100% refund even after 120 days. -- -- How dare I do such a thing?

*Well, I'm certain. Or maybe even a bit arrogant, if you prefer but we have offer this guarantee on all of our Boot Camp in a Box products and also on our Live Boot Camps.*

*We have been doing this for 7 years, and not once in that time, has anyone asked for a refund. We are confident that this product will meet and in fact, exceed your expectations and deliver you more than you need to get your poor inventory data fixed.*

*Let me go one step further and tell you what our clients, customers and previous Boot Camp participants have told us about the Savings they have achieved after fixing their bad inventory data.*

*For Companies with Sales of 20 Million Dollars or less per year.*

***The average Annual Savings have been \$677,000.***

*For Companies with sales of 21 Million Dollars to 50 Million Dollars per year.*

***The average Annual Savings have been \$1,557,500.***

*For Companies with sales of 51 Million to 200 Million Dollars per year.*

***The average Annual Savings have been \$4,087,083.***

*But the bottom-line is this: This Boot Camp in a Box is on trial, and you're the hanging judge. You take no risk in investing your time and money in this powerful product. In fact, if we fail to measure up, you can burn me for TOTAL investment even 120- days after your purchase.*

Now let me be real straight with you here. You are thinking, “Isn’t he going to get burned by the dishonest person who will buy the product, not use it and then return it on the 119<sup>th</sup> day with a made-up excuse, asking for a refund?” Or how about the other kind of dishonest person who will actually use the system for 119 days, get incredible value from it, be successful with their project and then return it for a full refund. Aren’t we worried?

The answer is, “No,” we have thought about that. And we are willing to take the risk because we believe in your honesty and integrity. We believe that the type of persons I just talked about are really in the vast minority of people. Most people are honest and hard-working souls who are sincerely looking for help to improve their business. They have customers too and know what it feels like to not be treated fairly by them.

We sincerely believe in the human spirit and in each individual’s desire to succeed.

**Q. I know you probably don’t like to hear this, but we are really unique. We have a lot of very special issues and you just couldn’t possibly understand our demanding customers. Will this Boot Camp in a Box still help?**

A. In short, YES! However, that is a question that raises the hair on the back of my neck. I want to be very polite and respectful in my response. The methodology that you will learn from the Inventory Record Integrity Boot Camp in a Box has been proven to be

successful in the biggest of cities and in the most rural areas you can imagine. It has been successful in the highest volume repetitive companies as well as in the lowest of the low volume make-to-order businesses where quantities are unpredictable and infrequent. It works in good economies and bad. It works in business with lots of customers and in companies where the number of customers is small. It works in wholesale as well as in manufactures that are supplying to retail.

My recommendation is that while others around you are complaining about how bad things are and about how unique they are, you'll be making more money than ever before because you will have fixed one of the biggest problems that is standing in your way, that is Poor Inventory Data.

**Q. If my team and I implement what we learn from the Boot Camp in a Box, how long before I begin to see results?**

A. This Inventory Record Integrity Boot Camp in a Box discloses in great detail, a Proven 8-Step Process that you can begin to implement immediately. The process will allow you to overcome that Inventory Record Integrity problem in as few as 90 to 120 days when you follow the script and stick to the plan. Even if it takes you a bit longer, say 15-180 days, isn't it worth the effort to fix a problem that you have been struggling with for a long time?

**Q. I am worried that this Boot Camp in a Box is going to be another boring set of tapes that are difficult to listen to. Is that the case?**

A. That is a good question. Thanks for asking. The Boot Camp in a Box tapes were recorded live at past Advanced Boot Camps. They include the entire Live Boot Camp but you have the unique benefit of being able to hear the Best of the Best. You see the Boot Camp in a Box is the best of each section from the last year. It is not just the recording of one session, but each section included in your Boot Camp in a Box is the best recording of that section over the course of the last year or so. People come to our Boot Camps and rave about the incredible value they received because this was not just another course. They find that this is not another "Sit back and Listen" course. It is a "be involved every step of the way" experience. The Boot Camp in a Box, just like the Live Boot Camp is set up so you leave with your own 8-Step process with 24 measurable milestones. IF you are not sure who should be on your team, one of

"If you need to improve your inventory integrity, attend this session!"

E. Newlands  
Materials  
Becton Dickinson

"In my 5 years in inventory control and 10 years in purchasing, this was the most insightful program I have ever attended."

M. Kanoski  
Senior Buyer  
Zenith Controls

the sections on Creating the Team, will be instrumental in helping you pick the Right Team.

Past participants have told us that one of the most powerful benefits of this Boot Camp is that they were taught how to develop a **compelling financial case** for this project. In fact, the case was so complete that they could use it immediately to get senior management buy-in and then hit the ground running.

**Q. Are there handout materials with the Boot Camp in a Box?**

A. Yes. The basic Inventory Record Integrity Boot Camp in a Box comes with one participant workbook. Additional participant workbooks may be purchased separately or you may purchase a copyright waiver that will allow you to print as many workbooks as you need to for your business unit.

**Q. I recall Lee Iaccoca speaking once about the single “quality” he looked for in the people he chose as his top, key associates. Do you recall his statement?**

A. I do actually. Mr. Iaccoca said that the one single quality he looked for in people he chose to be his closest advisors was the ability to **Make a Decision**. I truly believe that his point is very applicable right here and right now. I believe it is now your opportunity to **Make a Decision** to take the necessary action to fix this plaguing inventory data problem in your business. You can stop being embarrassed over the inventory information that you have inherited. You can stop struggling to answer the questions of senior management and you can stop looking for a new answer to the customer who calls looking for the order that was scheduled to ship yesterday. These are your personal reasons to **Make The Decision** to invest in the Inventory Record Integrity Boot Camp in a Box.

**Q. What if I am still a skeptic? Can't I just learn this stuff on my own? Why should we pay you?**

A. I am sure you can learn this stuff on you own, (in about 25 years.) After all, I had to learn it ALL on my own. I bring my experience of over 25 years in the business, of working with and seeing many many companies successfully get this job done. I have seen companies invest thousands of dollars each year, and many years of trial and error to try to get the problem of Poor Inventory Data corrected. **But, I have done all hard the work for you.** You won't have to go into your R&D lab to try to “reinvent the wheel.”

Now, if you wish, you can go ahead and spend a ton of money and another ton of people hours, and years of effort to develop the process and try to design and implement it on

your own. - - **Buy Why?** Why would you do that when I am prepared to hand everything to you on a silver platter and furthermore, **GUARANTEE** its impact on your business?

**Q. I've been to workshops before that have been all theoretical, academic, boring, hard to understand, all lecture and really the same old-stuff, just repackaged? I hope this one is not like that.**

A. If it was, we certainly would not be offering that 100%+ Money-Back Guarantee. This Boot Camp in a Box is a One-Of-A-Kind, Lay it all on the line, leave no questions unanswered experience. You and your team will be involved in an intense session where you are developing YOUR custom plan of action as you go. This is the TRUTH about how to fix the Poor Data Issue in your business in 120 days or less. We will leave nothing to your imagination. All the secrets we have uncovered in 25 years are laid out in one power-packed session.

“I thought this was a very well done program. I would not change anything. I now have both a **clear starting point and a plan of attack** for the whole project. Being able to calculate the cost of inaccurate inventory will allow me to get others on board and it paid for the cost of the seminar.”

D. Sinagra  
Purchasing Manager  
Matt-Son, Inc.

**Q. If I wanted just a couple of the highlights of the Boot Camp in a Box, what would those be?**

A. How about:

- **8 Easy “How-to” steps** that you can use immediately to get your integrity up to the 98% level and keep it there forever. This is the Proven Path.
- **7 Risks** that are guaranteed to slip up your inventory project, and **how to** overcome them.
- **6-Critical Steps** to implementing a cycle count program that works.
- **5-Keys** to understanding your inventory material and paperwork flow.
- **4 Secrets** to getting management on board to support your efforts.
- **3-Secrets** to achieving 100% integrity BEFORE starting to cycle count.
- **2-of the Biggest Risks** that you must avoid in order to be successful.
- **1-Key** (Yes, The One Key) to overcoming management resistance.

**Q. So, if our team invests in the Boot Camp in a Box, and we learn a lot, which I now believe we will, what about questions that come up while we are learning the material? I don't want to feel that we are left all alone.**

A. No, you are not alone. You aren't alone anymore. If you have questions about how to use the product or need clarification about any of the ideas presented, you can call me and get help. When you join us, you join a team. My staff and I will help guide you through the materials.

When you invest in one of the Boot Camp in a Box Systems, you clearly demonstrate your and your company's sense of urgency to get this ugly problem fixed in your business. To demonstrate **our dedication to your success**, with each System you'll get at least 3 Coaching Certificates. Each can be used for up to ½hour of personal coaching. My normal coaching fee is \$400/hour. Your 3 Certificates have a \$600 value to you. You can use them anytime you need to get top quality advice. (Note: with the Silver System you get 6 Certificates and with the Gold Success Kit you will receive 9 Certificates.)

**Q. Clarify just one more time for me, what do my team and I stand to lose if we invest in your Inventory Record Integrity Boot Camp in a Box?**

A. Seriously, what do you have to lose? NOTHING! You and your team have our super generous guarantee with no questions asked.

**Q. Please make sure I get it. What do we have to gain?**

A. Quite simply, you have TONS to gain. Once you learn the **Proven 8-Step Process** you will have the key tools to enhancing your company's Inventory Record Integrity up to that magical 95-98% level. Then YOU are the hero in your business. And furthermore, your company will have the ability to fully trust the Inventory Information to make decisions each and every day. I will also predict that your inventory accuracy worries will evaporate and a great deal of the "stress" in your job will be eliminated. (I know this from personal experience.) You can even begin to have fun at work again. And even more importantly, you will have helped your company take a giant leap toward that level of **STABILITY** that I spoke of way back on page 3. Inventory data that can be trusted is a prerequisite to becoming a Stable organization and being able to start work on those longer term improvement projects that are not only more Fun, but will result in enormous financial gains for your company.

**Q. Just one more question. What if we are already pretty good? What if we measure our accuracy daily and we also post the results? And what if we are already posting, say, 90% or better?**

A. I have three things to say.

1. First, congratulations on achieving the 90% level. You are far ahead of most businesses. The national average is 70%. I sincerely commend your successes.
2. Second, I offer you a challenge and suggest that you can always get better. Often that last 15% or that last 10% or that last 5% is the most difficult. I can really address this concern by sharing with you a comment one

"Even though we are currently at 95%, this session gave me new ideas about how to get to our ultimate goal of 100%"

D. Ross  
Raw Material Supervisor  
Krones, Inc.

of our recent workshop participants told us. See the box at the right.

3. And, third I ask, “What is **Your Plan** to get to 95% or to 98%?”

**If you keep on doing what you’ve always done,  
You can only expect to get the same results you have been getting.**

I can promise you that if what you have been doing and what you are doing now to correct your inventory, is not working, then it will not be working 3 weeks from now, or 3 months from now, or 3 years from now.

You have to change the way you are going about improving the Inventory Data in your company. You need to have a Guaranteed 8-Step Process that can get you there in 90-120 Days!

## I think it is time to see where we are so far -

Let's see if we are tracking together here. If you have read this far and you are still putting notes in the margins and underlining so you can quickly review the highlights for you, then it is likely that you have reached or at least tentatively reached the conclusion that getting some help to successfully accomplish this important objective would be very prudent. In many other cases you have already concluded that getting some assistance is almost mandatory.

Let's Double Check, however. Let's see if this Boot Camp in a Box is really for you.

## I know this intensive Boot Camp is for Me if . . . . .

- I desire solid direction and creative, yet proven, ideas to overcome the specific challenges of poor data integrity.
- I have to decrease expediting and premium freight. It impacts my bonus and profit sharing.
- Obsolete and excess inventory is on the rise, and finance says it has to stop. And it's my job!
- At the same time, sales is yelling for more inventory, in fact they want me to increase all the safety stock numbers and add to all my order quantities.
- We have been working on getting our new ERP system to work correctly. My company and I are just about at wits end. We have sunk more dough into this project than we ever, in our wildest dreams, thought we would. And now, you have begun to realize that there are deficiencies in the quality of data, especially the inventory data, that we are trying to use to drive it.
- I have also been trying to implement a Lean Manufacturing process and I finally am ready to admit that poor inventory data integrity keeps getting in our way.
- I want to be a highly respected leader in this business and a proven-plan of action to get the nagging inventory integrity issues fixed. – For good! Is just what I need.
- I are looking for an opportunity to step back from the fray of the day to day fire-fighting, reflect on where we are as a team, and make sure that we have a solid plan for getting over the inventory integrity issues tomorrow.
- Let me tell you, I am ready to hear some good — **make that great** — ideas and practical ways to improve my inventory process.
- I am a new inventory or materials team leader and I want to get an edge-up on the proven way to overcome inventory obstacles.
- I want to unleash my real potential as a motivating leader. I need to be able to infuse energy and excitement into an inventory integrity fix-it project. We have been stagnant too long.
- I want my entire team to be able to catch hold of your “can-do” attitude to create a positive, “never-say-never” spirit on our team!

“As a result of this course, I am much better prepared and very much more motivated to get the Inventory Record Integrity job done.”

D. Renfer  
Production Engineering  
Fiamm Technologies

“In reality, everything presented was relevant to our company. It's the first workshop I've ever attended where this is the case.”

K. Tabor  
General Manager  
Rexnord Bearing Divisio

*Still Not Sure? – Complete This Quick Self-Quiz*

**Do Any Of These Situations Sound Familiar?**

- |   | <u>Yes</u>               |   | <u>Yes</u>               |
|---|--------------------------|---|--------------------------|
| 1. It's Saturday afternoon – Your family is home – You're at the office.                            | <input type="checkbox"/> | 2. Sales says, "How come we're out?"  | <input type="checkbox"/> |
| 3. You've been to inventory courses before, but they never told you how to really fix the problems. | <input type="checkbox"/> | 4. You thought the cycle count program would fix the problems, but it has not had the impact you imagined it would.       | <input type="checkbox"/> |
| 5. The computer says they should be here – Maybe the computer should come out here and look         | <input type="checkbox"/> | 6. When you first came here, paid overtime was a nice bonus. It is no longer a company benefit.                           | <input type="checkbox"/> |
| 7. Customer service just called – Why CAN'T we ship today   | <input type="checkbox"/> | 8. The parts are missing – You just saw them last week!   | <input type="checkbox"/> |
| 9. You're working much harder than last year. The results don't seem to show it                     | <input type="checkbox"/> | 10. You just did a physical inventory, and here it is 60 days later and you are still making adjustments.                 | <input type="checkbox"/> |
| 11. It's Wednesday evening – Your family is home. – You're at the office. -- -- Again!              | <input type="checkbox"/> | 12. Obsolete inventory, excess inventory and shortages – How can you have all three?                                      | <input type="checkbox"/> |
| 13. The new ERP system was supposed to fix these inventory problems, but did not do the trick.      | <input type="checkbox"/> | 14. Sales makes promises to customers that are very hard to keep – you can't be sure exactly what you <b>really</b> have. | <input type="checkbox"/> |
| 15. Changing the schedule – Again – Missing parts   | <input type="checkbox"/> | 16. Premium freight going up, on-time customer delivery is not  | <input type="checkbox"/> |
| 17. Finance says, "Reduce the Inventory." — Sales says we need more.                                | <input type="checkbox"/> | 18. You're new on the job. The boss thinks you should be able to do this because you are new.                             | <input type="checkbox"/> |
| 19. It seems you just finished the physical and you are getting ready for another one!              | <input type="checkbox"/> | 20. Management says, "More safety stock" — You know that is not the answer.   | <input type="checkbox"/> |

The more times you answer "Yes," the more This Boot Camp in a Box will help you.

**Q. Say, I just thought of another question. I have re-read this several times so far and it is becoming clear that you are really suggesting, even pushing that I should structure this Inventory Record Integrity Boot Camp in a Box so I can use it with my whole team at the same time. Is that the message you are sending to me?**

A. Ohhhhh, Yes. Loud and Clear. Time and time again, folks attend our Advanced LIVE Inventory Record Integrity Workshop alone or maybe with one more person and by the first break they are telling us of all the other people they wished were here with them. In fact, see the comments below to help you understand the power in attending as a team.

1. You will learn exactly what you need to know. — **We provide you with what you need to know to successfully accomplish each step of the proven 8-step process to reach 98% inventory integrity.**

2. You will understand what skills you need to have. — **We will help you identify the skills and capabilities that will be critical to your team’s success, both from an individual’s viewpoint as well as from a company perspective.**

“This workshop has been a real learning experience for our whole team.”

D. Seward  
Production Control  
Southern Imperial, Inc.

3. You will grow together as a team. — **By working through a number of team exercises you will build better relationships with each other and learn how to work effectively as a team during this very important inventory integrity project.**

4. **Maybe a past participant said it the best. –**

**“***I am thankful we brought our entire team of eight (8) to this powerful workshop. Upon returning to our company, instead of calling a meeting to discuss what we learned at the workshop and how we might start our project, we were able to put into practice the ideas we learned right away. Although we are only in the early stages of our project, we have already improved inventory accuracy by 25%. ”*

T. Parham,  
Purchasing Mgr.  
Dana Corp.

5. **You will develop a clear vision of success.** — This Boot Camp in a Box will help your team to develop a shared vision of how to go about achieving your goal of 98% inventory integrity. By learning about what other companies have done, you will quickly gain the confidence that you too can achieve the objective in only 90-120 days.
  
6. **You will create your own project plan.** — As an integral part of participating in the Boot Camp in a Box, your team will formulate a plan of action specific to your company based on the proven 8-step process that guarantees success. The consensus building process will enroll everyone in the dream and quickly turn your group into focused doers upon their return home.

## What Will This Boot Camp in a Box Look Like?

### **Two long intense days. Don't come "to Just listen".**

There will be lecture. Your team will have discussions. You will want to take time for you to work with the team of folks you are learning with. Take time to ask and answer your questions, as a team. You will be Building your actual "TO DO LIST" and Project Plan of the very specific actions your team will take.

“I’ve been to a lot of seminars on various subjects and this one gave our team the **most comprehensive implementation plan** of them all.”

J. Kugler  
Master Planner  
Karma, Inc.

This is NOT a parade of guest speakers, nor is this a string of "commercials.” You will be listening to expert instructors who have done this many times themselves.

### About the Investment Required

Now a quick warning: ~~this is for the faint-of-heart or the perennial dreamer who never does anything.~~ This is a **SERIOUS Boot Camp NOT for Tire-kickers or Dreamers.** It is only for teams of people very serious about fixing their company’s inventory integrity issues, and for those who have a defined sense of urgency to get it done. The fee itself is intended, in part, to discourage the non-serious person, to help insure the caliber of the people who invest in the Boot Camp in a Box and in the Systems. However, For the serious, and investment of a few hundred dollars or even the larger investment for the Gold Success Kit should not be too daunting of an investment barrier. I don’t know if that strikes you as a lot or a little. If it is really tough for you to feel good about a low price, then quite frankly you probably don’t have the right mind-set or sense of urgency for getting the inventory record integrity job done, and that’s fine. If you and your team are not serious about developing your plan of action

“Tom was very knowledgeable. He knew what we meant when we presented a problem or question. It was step by step and he showed us how everything should flow together. Some of the executives should hear this! -- Well thought-out, covering a lot in a short time.”

G. Spoon  
Cost Accountant  
Trek Bike

and then implementing it, please do not waste your money and my time by ordering this Boot Camp in a Box.

“This was not a ‘tell me what I want to hear type class’. We heard things that really hit home and that we can do NOW.”

S. Howard –  
P&IC Manager  
Powers & Sons

**What I’m about is admittedly not for everyone. You should see the investment as the bargain it is. I have been in this business for over 20 years. It’s that 20+ years that you are paying for. Others regularly pay \$400.00 hourly or \$4,000.00 daily for my strategy coaching in this area, AND eagerly do so when they can realize a 100X or a 1,000X return on the time invested.**

If you read the rest of this letter and aren't convinced beyond any shadow of a doubt that, at \$\_\_\_\_\_, you're "stealing", well, there's just nothing more that I would know to say. If

you see the wisdom of NOT missing out, respond NOW. I absolutely guarantee that you will profit from these strategies.



Sincerely,

*Thomas F. Ribar*

Thomas F. Ribar, President  
Management Solutions International

**P.S. — EXTRA —**

Many people tell us that one of the most significant parts of the Boot Camp was learning about how to manage the inherent risks of this important “change” project. We provide you with a 22-item checklist to help you . . . .

- ◆ Understand your current situation,
- ◆ Evaluate what project risks you will need to overcome and then
- ◆ Develop an aversion strategy

. . . . . **To ensure your rousing inventory integrity success.**

## Organizations Large and small have benefited from Management Solutions International Workshops

•Maple Leaf Farms •Zenith Controls •Southern Imperial •TRW •Warner Electric

“This was a great course. In fact, it was the only true interactive seminar I’ve ever attended, and ALSO the most effective.”

J. Hertz  
VP Finance  
Cedar Fresh

•Nissan Forklift •T.P. Orthodontics •Eaton Corp.  
•Wacker Corporation •Acme Die-Cast •Air-Tek  
•Blackmer •G.E. Thorsen •Wagner •Spraytech  
•Henkel •Menasha Corp. •Waukesha Cherry-Burrel  
•Graham Company •Enzymatic Therapy •Mercury  
Minnesota •JJ. Plank •Trek Bicycles •Fort Howard  
Corp. •Crafted Plastics Inc. •KMC Stampings  
•Kenro Inc. •Freedom Plastics •Stone Container

•Lakeside Manufacturing •Siemens Automotive •Union Carbide •Abbott Labs •Dean

Foods •Harley-Davidson •Kohler Company •PLC  
Medical Systems •Custom Fire Inc. •Jasper Engines  
•Lear Corp. •Ohi Automotive •Powder Coat Technology  
Agri-Fab •Meridian Inc. •Double J Molding •American  
Rollform •Dover/Rotary Lift •Lobdell Emery  
•Sandusky Plastics •Beckett Gas •Fisher Controls  
•Flexsteel •Triseal •Majestic Steel •Mercury Aircraft  
•Schutt Sports Group •Powers & Sons •Universal Tool  
and Stamping •Philips Automotive Group •Fiamm  
Automotive, •Walt Disney Records •Danfoss Drives

“You provided **great details and an actual project plan.** Any more detail would have been overwhelming. Thank you.”

V. Englert  
Inventory Analyst  
Tyton-Hellermann

•Golden County Foods •Orion Safety Products •ADCO Products •Systemax  
Manufacturing •Rolls Royce Corporation •Martin Engineering •Roche Diagnostics  
•Visteon Automotive Systems •Ferrara Pan Candy Company •Majestic Products Co  
•Dow Agrosiences •ALCOA CSI •Northstar Technologies •Thompson Consumer  
Electronics •Eli Lilly •Pierce Manufacturing •Maysteel •Osmonics •Husco  
Manufacturing •R. S. Owens •Ebonite •J.J. Speaker, and many others.

**Better-Than-Risk-Free Guarantee:** Okay, Tom, I want to be the Leader of the Inventory Integrity efforts at my company and I want to have the best the tools available in my kit bag. So, YES, I want to take you up on your offer. Please send me the materials from the System I have selected below. I understand that this is a special, limited time only offer and that to take advantage of these special packages, I must order by the date stamped on the back of this Report. I also understand that I have nothing to risk at all. In fact, if I am dissatisfied with anything in the System I select, for any reason, at any time in the next 60 days, I will receive a prompt and courteous, no-questions asked refund.

<b>(See detail descriptions of each package on next page.)</b>		<b>Separate Purchase</b>	<b>Basic Boot Camp in a Box</b>	<b>Silver Leadership System</b>	<b>Gold Success System</b>	<b>Platinum Business Builders Pack PLUS Coaching</b>
1.	Inventory Record Integrity Boot Camp in a Box Audio Cassettes (edited)	\$997.00	Included	Included	Included	Included
2.	Participant Guides 2 Guides 4 Guides 8 Guides	\$150 \$300 \$600	Included	Included	Included	
3.	Coaching Certificates 3 Certificates 6 Certificates 9 Certificates	\$ 600 \$1,200 \$1,800	Included	Included	Included	
4.	Project Plan Review Certificate	\$800.00	Included	Included	Included	Included
5.	Boot Camp in a Box Transcripts (Value \$377.00)	(Not sold separately)		Included	Included	Included
6.	Copyright waiver for Student Books and Transcripts	\$777.00				Included
7.	CD of Forms, Reports, Charts, Graphs and Project Team Tools	\$987.00			Included	Included
8.	Formal Telephone Coaching Program- Scheduled 1 hour per week for 16 weeks	\$8,000.00				Included

<b>Total Value</b>	<b>\$2,547</b>	<b>\$3,174</b>	<b>\$5,061</b>	<b>\$11,438</b>
<b>Your No Risk Investment</b>	<b>\$777</b>	<b>\$1,177</b>	<b>\$1,777</b>	<b>\$3,777</b>
<b>You Save ---&gt;</b>	<b>\$1,770</b>	<b>\$1,997</b>	<b>\$3,284</b>	<b>\$7,661</b>

## Action Response Form

**Required Action Date:**

These “Special” offers expire in 30 days. For you to take advantage of this special pricing, we must have your full payment in our office in 30 days from receipt of this document. After that time, the significant savings to you and your project team will be lost forever.

**YES!** I am ready to invest in the following Package to Jump-start my Inventory Integrity Project. I am making my check out to Management Solutions International.

Here is my Information

Your Name \_\_\_\_\_  
 Your Position \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City, State Zip Code \_\_\_\_\_  
 Telephone Number \_\_\_\_\_  
 Fax Number \_\_\_\_\_  
 Email Address \_\_\_\_\_

I am selecting the following package to give my company a Jump-Start to Success.

	Basic Boot Camp in a Box	Silver Leadership System	Gold Success System	Platinum Business Builders Pack PLUS Coaching
<b>Total Value</b>	<b>\$2,547</b>	<b>\$3,174</b>	<b>\$5,061</b>	<b>\$11,438</b>
<b>YOU SAVE</b>	<b>\$1,770</b>	<b>\$1,997</b>	<b>\$3,284</b>	<b>\$7,661</b>
<b>Early Bird Investment</b>	<b>\$777</b>	<b>\$1,177</b>	<b>\$1,777</b>	<b>\$3,777</b>

Check the box

### Is this a little or a lot?

If you get the Platinum Business Builders Pack PLUS Coaching, your cost is less than \$28.00 per day for the next year. But when you consider your return on your small investment, realistically this program costs you nothing. Reflect, . . . what is the annual cost of bad inventory that you and your team calculated in the team activity on the first morning?

# Thank you



Management  
Solutions  
International

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