

# SMS Technologies



## Kenny A. Heifner

*Vice President, Quality and Operations,  
SMS Technologies*

Kenny is VP Quality & Operations for SMS Technologies, Inc. In San Diego, CA. In the past few years Kenny has led two organizations to ISO 9001:2000 registration and three organizations to ISO/TS 16949:2002 registration. Of these 5 organizations, Total Electronics went on to become one of seven National Finalists for the American Association for Manufacturing Excellence (AME) award in October of 2005. Master of Business Administration, MBA from Anderson University, a Master of Arts in Education, MAE from Ball State University, and a Bachelor of Science, BS from Purdue University.



# SMS Technologies, Inc.

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2009 Supplier Excellence Alliance  
Supply Chain Innovation Winner

Kenny Heifner

VP of Quality & Operations

San Diego, CA



# SMS Technologies, Inc.

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- ❑ Employees - 120 in San Diego
- ❑ Low volume / high mix EMS - Electronic Manufacturing Services including Design, Layout, Rapid Proto-Typing, DFM & DFT, RF Technology, Supply Chain Management
- ❑ AS9100, ISO/TS 16949, ISO 9001 & 13485
- ❑ Aerospace & Military Customers:



*SIGNAL ENGINEERING, INC.*

THALES

 **Secure**

 **CUBIC**  
CORPORATION

# Results of Implementation

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Productivity	<b>up 83%</b>
On Time Delivery	<b>100%</b>
Zero Defects	<b>0 PPM</b>
Customer Satisfaction	<b>up 33%</b>
Inventory turns	<b>up from 7 to over 10</b>
“BEST TEAM”	<b>Great!</b>
<b>DEBT-FREE &amp; RECORD PROFIT</b>	

# Supply Chain Integration

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## 1.2.3 Supply Chain Integration Process

- r The organization integrates its supply chain into its planning and improvement processes.
- r Senior leaders ensure the development of integrated supply chain alliances that link to customer needs.
- r Suppliers are certified in quality, delivery and ability to respond to pull signals.
- r Suppliers are integrated into your lean strategies such as in supplier-managed inventory, min-max, consumption-based ordering, pull signals.

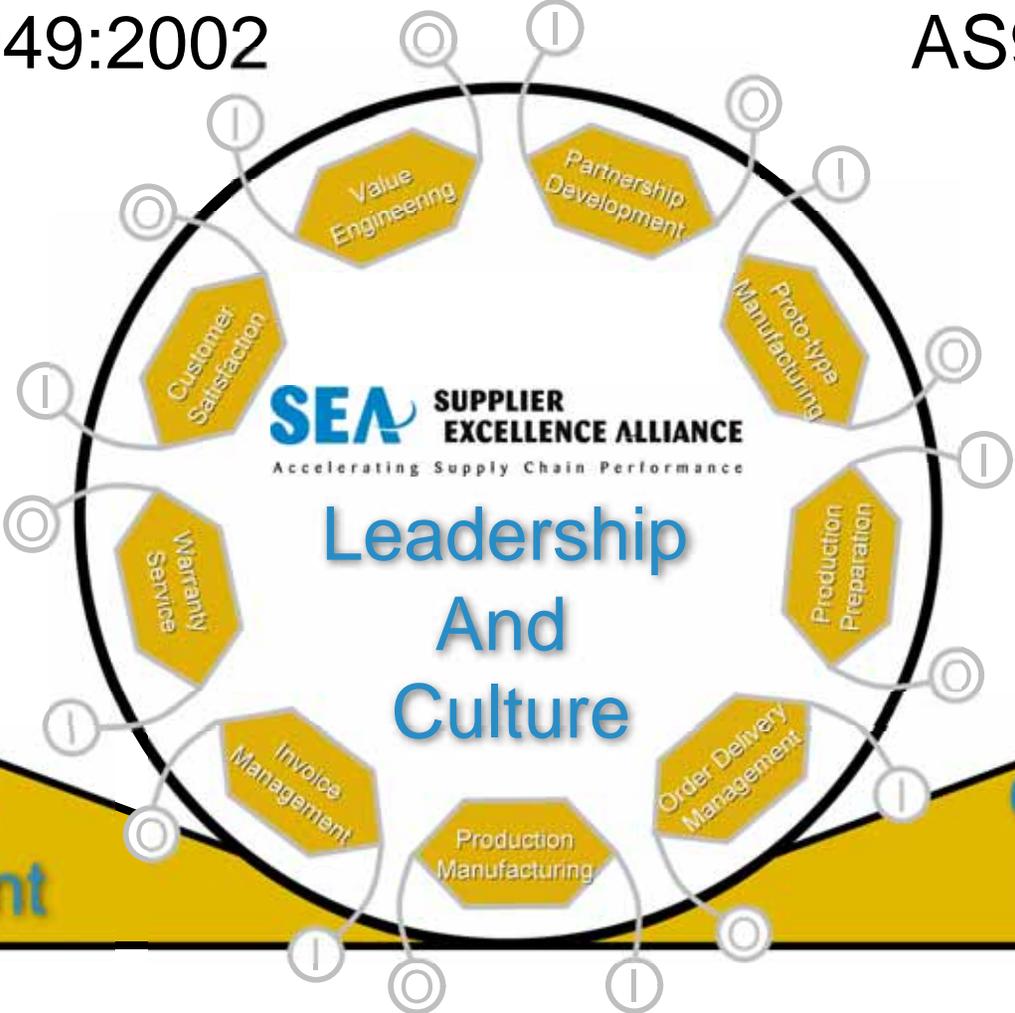
# Customer-Focused Process Approach

ISO/TS 16949:2002

Customer-Oriented Process Approach

AS9100C:2009

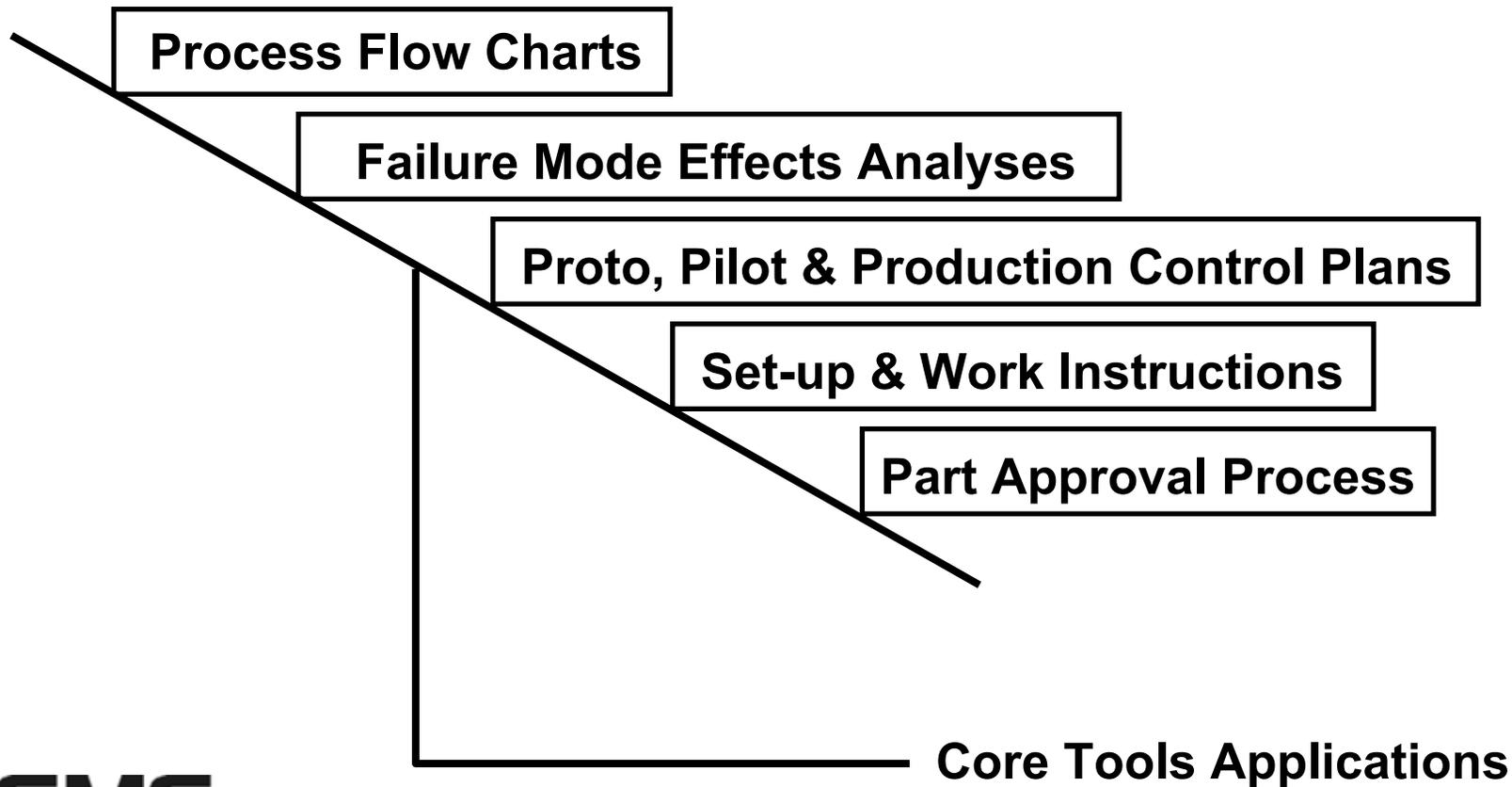
Customer-Oriented Process Approach



# Build Quality In With APQP

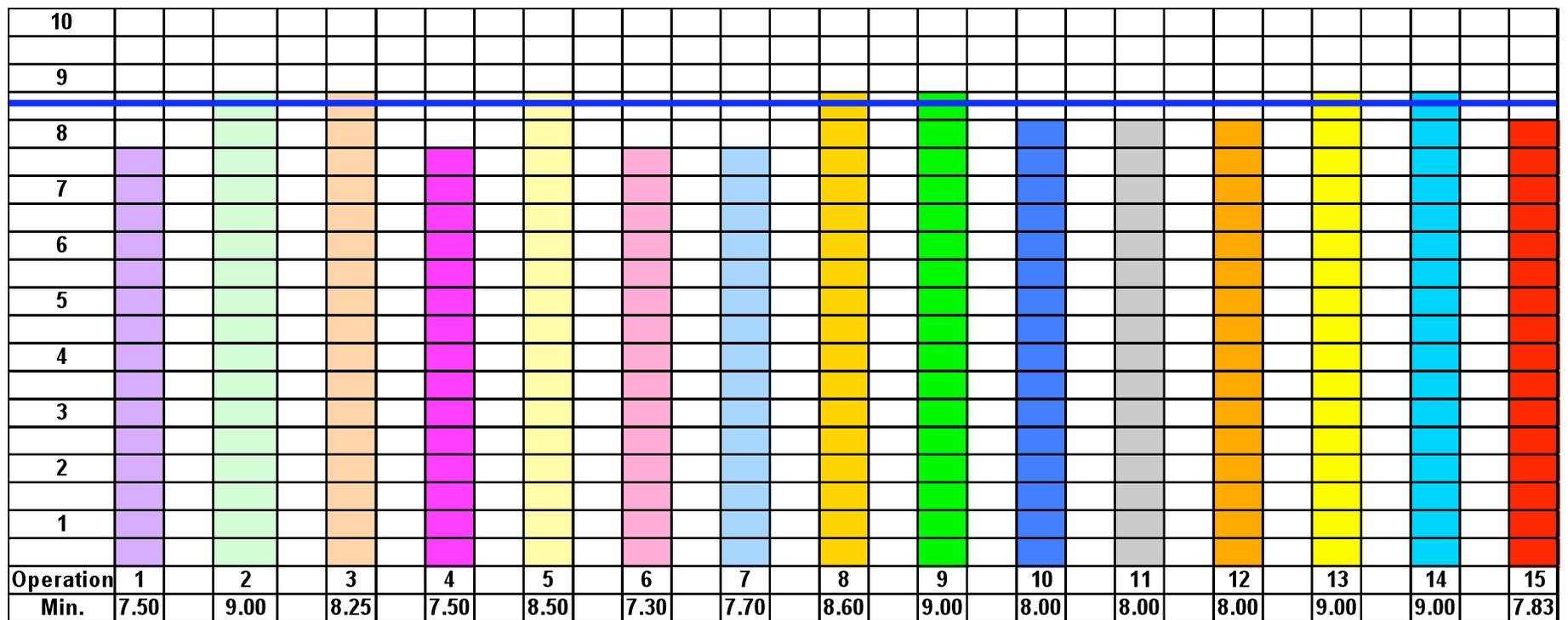
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## Advanced Product Quality Planning Customer Linkages



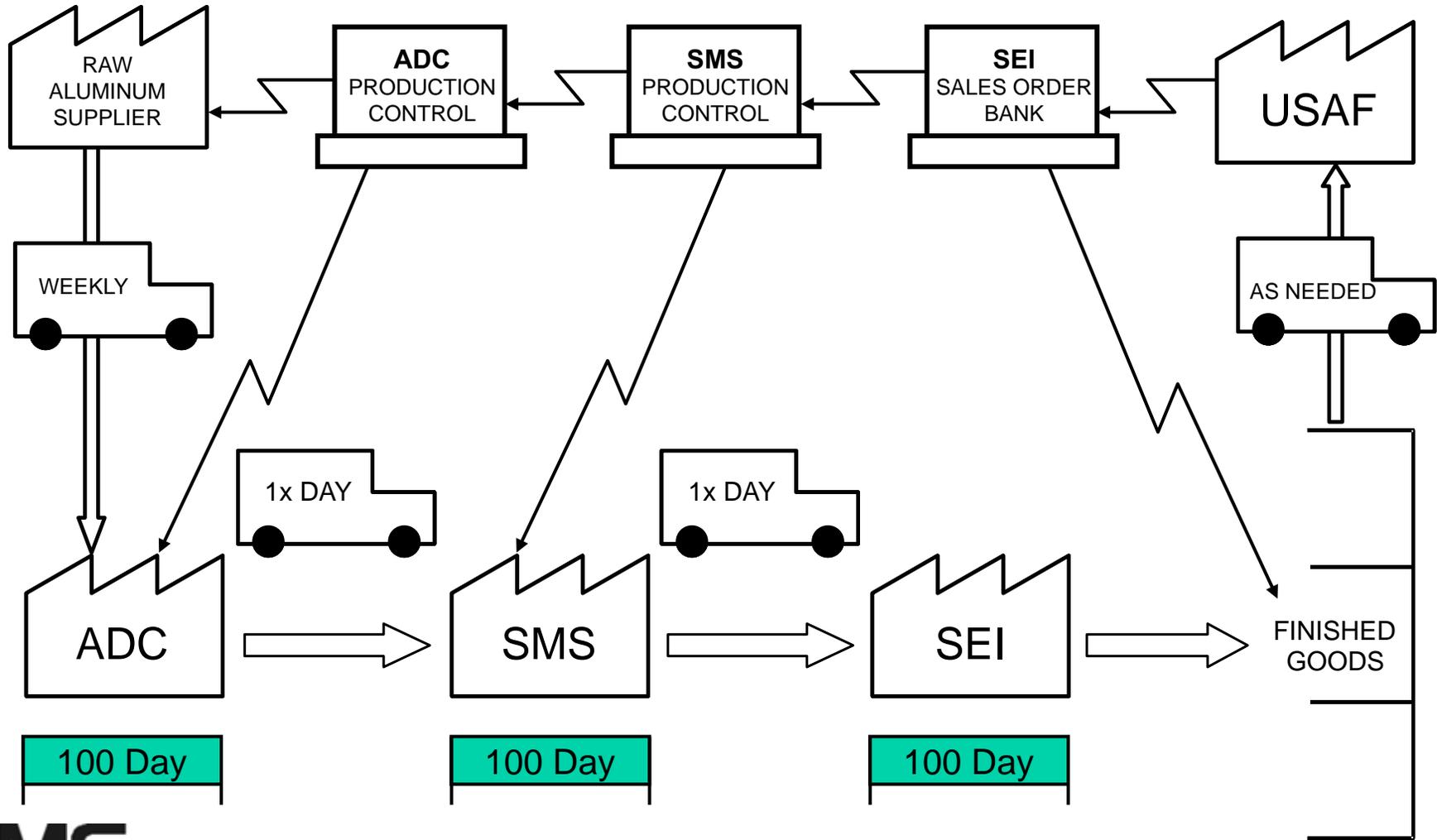
# Launch Lean With 3P

## Production Preparation Process



Note: Each color represents a different operator's work cycle

# VSM From Raw Material to USAF



# Are You Sleeping?

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- r Implement the Entire Roadmap
- r Involve Customers & Suppliers Early
- r Don't Let the Fear of Failure Stop You!

# SMS Technologies, Inc.

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## Thank You

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