

International Facility Management Association



IFMA - Atlanta Chapter

P.O. Box 43306

Atlanta, Georgia 30336-0306

October 1996 Issue

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Monthly Meeting

Wednesday, October 16, 1996 • Georgia Railroad Depot

Topic: IFMA - Atlanta's 6th Annual Sharing Rally

Date: October 16, 1996

Time: 11:30 a.m. - 1:30 p.m.

Cost: \$20 Members; \$35 Non-Members, Wait List & Guests
\$25 Members; \$40 Non-Members, Wait List & Guests at the door

Location: Georgia Railroad Depot

Reservations: IFMA Office (770) 948-3963 or FAX (770) 745-9164

*** Please call by **Friday, October 11** to make your reservation. Reservations made after this date are subject to a \$5 surcharge on the meal cost.

6th Annual Sharing Rally

It's the event you wait for all year long! Come learn from the facility successes of your very own IFMA peers. Three Atlanta IFMA members will share never-before heard innovations within their own companies.

This is one of our most exciting and highest attended meetings of the year. Come prepared to listen, learn and ask questions of the following IFMA members:

Mike Butler, Georgia-Pacific • Dave Flory, Cort Furniture Rental
Steve Wilson, Troutman Sanders LLP

Please come, bring a guest and support your IFMA peers - next year it might be your turn!

If a reservation is made in your name for an IFMA function, the Atlanta Chapter incurs an expense for the meal that is reserved in your name. Accordingly, our policy is to invoice for reservations made but not kept or canceled and you will be invoiced. Cancellations must be made 48 hours or more in advance of the function in order for the chapter to avoid being charged.

President's Message

by Harry Ludwig, III

To See the Z3...

On Friday, August 23rd, a "bus load" of folks from the Atlanta Chapter of IFMA journeyed to Spartanburg, South Carolina to visit BMW Manufacturing, Inc. Although the trip took 2 1/2 hours each way, we seemed to get there (and back) very quickly. Perhaps it had something to do with the motor coach being equipped with TV monitors (on which we watched movies) and a very personable and entertaining driver?

continued on page 2



President's Message, continued from front

We arrived on schedule at BMW's immense new facility. Entering the BMW Zentrum (German for "center"), we were greeted and shown through the recently completed BMW Museum. Housed in the museum are BMWs from throughout the manufacturing life of the company.

Also a part of the museum is a movie theater in which visitors stand and are surrounded by screens, somewhat reminiscent of Disney World. The 20 minute "feature presentation" is of the manufacturing process and was made with cameras mounted on a chassis as it underwent the cleaning, soaking and wash (with cameras and chassis under water) and painting processes. Cameras mounted on the assembly line and elsewhere give one the perspective of a chassis...of actually being *on the line*.

Following the movie, our group entered the BMW dining complex consisting of kitchens, an in-house food court and huge dining area. There was a vast array of foods from which to select including the "German meal of the day," enjoyed by yours truly and the obligatory German chocolate cake (wonderful) also enjoyed by yours truly.

After sufficiently stuffing ourselves, we were divided into two groups, paired up with tour guides, both from BMW middle management, and led through the manufacturing and office/administration areas of the immense plant. We were each given ear phones connected by a volume control panel "strap." Everything the tour guide said we heard loud and clear notwithstanding the noise associated with a huge manufacturing plant and the distance our group was spread out over.

In this facility, BMW has successfully integrated, under one roof, a welcome center (incorporating a shopping mall quality gift shop), a museum and movie theater, dining complex, manufactur-

ing plant, all administrative management and support staff offices, quality control labs and testing facilities. It is the first BMW manufacturing plant outside Germany and, at 1.2 million square feet, the second largest of BMW's eight plants. Approximate cost, to date, as published...\$850,000,000!

BMW now employs over 2,000 people all of whom are "associates." Upon entering the plant each day, all "associates," regardless of job function or level, don a white smock over their clothing on which is sewn a patch containing only their first name...the name each is known by throughout the plant. The BMW culture mandates that everyone is on a first name basis and carries this concept to the company directory in which all "associates" are listed in alphabetical order by...*first name*.

Administrative areas (offices) are separated from manufacturing only by glass walls in which there are numerous doors. Hence, everyone works in view of everyone else and one sees manufacturing "associates" in the administrative offices and administrative staff in manufacturing. No "us" and "them" mentality at BMW!

Speaking of offices, there really aren't any. Again, everyone from the plant (BMW Manufacturing, Inc.) president to entry level staff "associates" work in modular work stations...a.k.a. "cubicles." Of course, some cubicles are a bit larger, etc., but all are nonetheless...cubicles.

As one might imagine, the entire plant, including manufacturing is immaculately clean. It would quite literally be possible to sit down on the assembly line for lunch and not soil one's clothing or be concerned about any contamination coming in contact with the food!

Although immense, care was taken throughout the plant to maximize the efficient utilization of space. For ex-

ample, while standing in a common area at the intersection of several long wide corridors, a noise not unlike "white noise" was heard overhead. In looking up, we were directly under a conveyor line taking auto chassis to the paint shop. While traversing another corridor intersection, we found ourselves under a conveyor line taking freshly painted chassis to production. Similarly unpainted chassis were stored, no doubt as part of the intended *decor*, on large mezzanine "shelves" above other common areas.

The Z3 Roadster (BMW two-seater convertible sports car) is manufactured at the South Carolina facility. At present, 300 are produced everyday; however, BMW cannot keep up with the demand. As a result, the plant is undergoing an expansion to enable BMW to increase production to 400 per day. Even at that level, demand will not be met and planning is underway for further expansions in an attempt to eventually meet the worldwide demand. (The Z3 is only manufactured in South Carolina).

Should you decide to purchase a Z3, your "made to order" sports car would be delivered to you in four months. At an incredible price of \$27,900, this BMW classic will no doubt be back ordered for some time to come!

One could easily employ any number of adjectives to describe the Z3. *Drop dead gorgeous!...unreal!...awesome!* were just some of the terms heard repeatedly in our tour group. Of course, helping "the image" along is the fact that the Z3 is now the car of choice for none other than James Bond. And BMW makes the "James Bond Z3" under special licensing agreement. In case you're wondering, it is a dazzling medium blue with a camel top.

Unlike "lesser" automotive manufacturers who have mechanized every pro-

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President's Message, continued from page 2

cess possible. BMW manufactures its cars with a combination of state-of-the-art, world class technology and hand craftsmanship. Cars are rejected and scrapped (with the "scraps" being recycled...of course) for the most minor of reasons. Oh to have a "reject!"

To cite an example of the awesome technology on display: Each chassis is painted by robots...the movements of which remind one of dinosaurs in Jurassic Park. The paint lines to the robots contain 4,000 gallons of 17 colors of paint. As each car represents an existing order, the robots are computer programmed to "know" what color to paint the next chassis coming down the line. With split second timing, robots change color and paint the chassis with virtually no overspray.

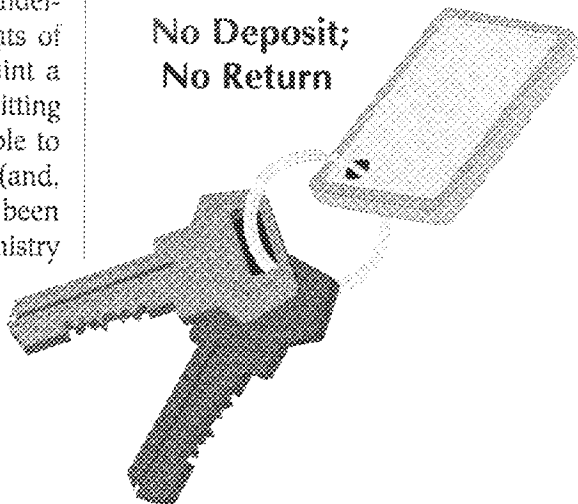
BMW has also invented the chemical processes which have enabled it to perfectly match, in color, the undercoating primer with the top coats of paint. With the primer and paint a perfect match, a nick caused by hitting a pebble in the road is impossible to detect. Supposedly the Japanese (and, no doubt, the Americans) have been at work on high tech paint chemistry for years but have been unable to perfect a match of primer and overcoat; the chemical makeup of each being radically different.

In summary, what we saw in our day at BMW was impressive from a facility management standpoint and from a "final product" standpoint. As FM's, we got a look at unparalleled space utilization; physical plant innovations that press the envelope of all that is state-of-the-art and an overview of BMW's unique German/European workplace culture...a culture that is apparent in everything from the work environment, to the company directory to the dress of the "associates."

As far as the final product goes...well, what more can be said. We were all "sold!" It is impossible to see the Z3 and not be!

(A special thanks is due Ronnie Galvin and Milliken for providing the motor coach; to our Vice President, Kathy Roper, for bagels en route and to David and Claire Brucks for food and refreshments served on our return.)

**No Deposit;
No Return**



September Luncheon Recap

FACILITY MANAGEMENT: KEEPING IT ALL IN THE AIR WITH DAN THURMON!

by Sonya Tablada

If you were not at the September meeting you really missed a great presentation! Dan Thurmon, juggler extraordinaire, gave us all a whimsical look at the very hectic life of a facility manager! Dan juggled everything from the usual colored balls to very pointed objects (machete, ax and others). He surely caught all our interests when he pulled out some of the FM tools...floor plans, hammer and plunger and juggled away. We all laughed at his presentation method but his comments about our being supreme jugglers certainly hit home as he spoke about the many challenges we face each and every morning. Joanne Cole was the brave volunteer who worked with Dan to hone her juggling skills. Dan didn't miss a beat...drawing a parallel between juggling balls and working within a team. Our appreciation to Chuck Moore for bravely volunteering to be Dan's dad. I am sure that after the experience, Chuck hopes all his children do not take up the unicycle! Final kudos to all of you who so bravely remained at the front next to all the action. You are certainly braver souls than I.

A WORLD OF THANKS!

THE MEN AND WOMEN OF THORPE ENTERPRISES WISH TO THANK ANN STEELE FOR HER CONTINUED CONFIDENCE IN CHOOSING OUR COMPANY'S SERVICES FOR SECURITY, MAIL ROOM AND TECHNICIAN STAFFINGS AT THE SIEMENS ENERGY & AUTOMATION INC. WORLD HEADQUARTERS

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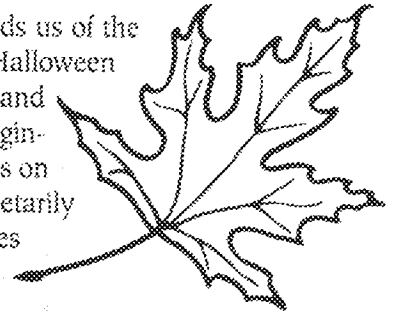
The following folks have joined the Atlanta Chapter of IFMA as of September 1996. We extend a warm welcome to all and invite you to make an investment in IFMA so that you will receive a positive return. Welcome, Welcome, Welcome!

- Joyce Roper,
Professional Member
Facilities Manager
Coca-Cola Enterprises
770/989-3608
- Kirk Jundt,
Allied Corporate Member
The Knoll Group
404/522-1835
- Michael Dudek,
Affiliate Member
Project Manager/Facility Manager
HOK Consulting
404/221-3600
- Sharon K. Snyder,
Professional Member
Facilities Service Manager
Xcellenet, Inc.
770/698-2938
- Stacey G. Nelson,
Professional Member
Facilities Coordinator
Holiday Inn Worldwide
770/604-5606
- Norman Bowen,
Professional Member
Manager, Facilities & Admin Services
Sprint
404/649-8363
- Irvin E. Hollins,
Professional Member
Field Administrator Manager
Westinghouse
404/885-5290

Community Service Committee

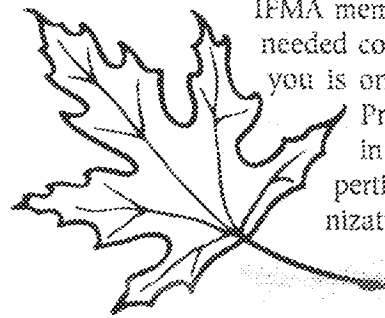
From the desk of David Adams and the Community Service Committee:

For most of us, the beginning of October reminds us of the Fall color change, tailgating, and the fact that Halloween is right around the corner. To over 600 elderly and handicapped citizens of the Atlanta area the beginning of October is a bitter reminder that winter is on it's way. These people are not physically or monetarily able to make the necessary repairs that their homes need to ensure safety.



On November 2 members of the Atlanta IFMA chapter will be able to make a difference in the lives of these truly needy people. Through City of Atlanta Human Services Resource Bank and Wesley Community Centers-Project Extend,

IFMA members will be able to donate this project's most needed commodity...elbow grease. All that is required of you is one Saturday and a willingness to help others. Projects will include everything from repairing holes in roofs to cleaning up yards, so every level of expertise is needed and welcome. Please help our organization support our community by showing that we care. If you have not already signed up and would like to participate in our camaraderie and good will, please call me at (770) 592-0865.



ADVERTISING PROGRAM

IFMA members can advertise at the following low rates:

Size	Monthly Rates	
	One-time	3-Months
1/2 Page	\$150.00	\$135.00
1/4 Page	\$ 75.00	\$ 65.00
1/8 Page	\$ 50.00	\$ 45.00

(Business Card Size)

Non-members will be charged an additional 10% for advertisements

Make your check payable to IFMA and send it with your camera-ready artwork (photographs are not recommended) to:

Maria Williams, Advertising Coordinator
IFMA - Atlanta Chapter
6849-F Glenlake Parkway
Atlanta, GA 30328

Your ad will appear in the next available newsletter. Space is reserved on a first-come basis — IFMA Members will have priority over Wait List and Non-member advertisers. The Newsletter deadline is the Friday following our monthly lunch meeting.

If you have questions, please call Maria Williams at TEL (770) 668-9980 or FAX (770) 604-9740.

Surviving a Disaster: A Real Life Example

by Syd Welch

Reprinted with permission from Atlanta Business Chronicle

No one ever thinks it will happen to their company. Fires, natural disasters, bomb threats, actual acts of violence and other emergency situations often fall into the "it-will-never-happen-to-us" category. While you might not expect such disasters, those who are prepared can weather the crisis and perhaps even emerge as a stronger entity.

In January 1995, Milliken & Co., an international supplier of carpet and other textile products, experienced a worst-case scenario. A fire originated in the company's largest manufacturing plant, Live Oak in LaGrange, Ga., and spread quickly across the roof. Despite the efforts of hundreds of firefighters, the Live Oak facility — the linchpin of Milliken's worldwide carpet business — was completely destroyed.

The loss would have permanently crippled many companies. But Milliken viewed the disaster as an opportunity to renew its commitments to its associates, customers and the community, while rebuilding a state-of-the-art facility that would move the company to an even stronger market position.

Several factors helped Milliken turn the situation around quickly:

All associates knew safety procedures and were able to evacuate without injury.

Milliken associate Bennie Hixon triggered the alarm, later saying that it was an innate reflex drilled into him through constant safety training. "Every Monday morning we practice what we do in case of an emergency. We all are well prepared," he said. Within six minutes, 180 people cleared a facility

the size of 12 football fields with no injuries. They reported to predetermined locations, and were accounted for within 10 minutes.

Milliken officers were on the scene immediately. If any Milliken manager is asked how they knew what to do during the hours and days that followed the Live Oak fire, the answer is the same. Milliken senior management set clear priorities and removed obstacles and roadblocks in order to allow everyone else to rise to the challenge. Together, they operated with three priorities in mind:

People.

The safety and well-being of the Live Oak associates was the first priority. A companywide freeze was put on hiring, and all Live Oak associates were given job opportunities at other plant locations within two weeks.

Planet.

The possible environmental and economic impact on the community was quickly assessed. Environmental experts were on the scene immediately, working to ensure that there was no environmental impact. Task forces involving community leaders were created to help Milliken associates and local residents adjust to changes caused by the fire.

Patrons.

The hundreds of Milliken customers were contacted by phone within 48 hours. Most customers learned of the situation from Milliken, not from competitors. We apprised customers of the situation, discussed the status of their order, and committed to a time to call back with more information. At the time of the fire, Milliken was working with Delta Air Lines to supply the carpet for its concourses in Hartsfield Airport. Our customers at Delta later said

they were impressed to receive a phone call at home from Milliken's officers who were in the midst of managing the crisis. We had lost one of Delta's orders in the blaze, but we remade and shipped the order from our facility in the U.K. — incurring significant shipping costs, but delivering on schedule.

Teamwork is crucial. Milliken, a Malcolm Baldrige National Quality Award winner, is built on the principles of total quality management. Teamwork is key to this approach. Because we are accustomed to working in teams and have many cross-functional teams in place, we were able to mobilize quickly. In the hours immediately following the fire, teams sprang into action to manage every aspect of recovery, from finding a new warehouse to feeding the firefighters.

Having the right mind-set is important. If company officers and associates are prepared for the unexpected and understand the company's priorities, they are empowered to turn disaster to opportunity.

Syd Welch is a national accounts leader for Milliken & Co. He has served the International Facility Management Association (IFMA) as director of allied affairs and director of councils.

Thought for the Month of October

"Enthusiasm is the propelling force necessary for climbing the ladder of success."

—Anonymous

Meeting Location & Directions

Georgia Railroad Depot in Underground

(Identify yourself with International Facility Management Association to the gatekeeper.)

75/85 CONNECTOR SOUTHBOUND: Exit on MLK, Jr. Drive, proceed right past the Capitol, and turn right into parking lot 1/2 block west of the Capitol off MLK. This is directly in front of the Georgia Depot, and easily identifiable by the large whale mural above the Georgia Depot.

Please park at the World of Coke lot immediately adjacent to the Georgia Depot building with entry off MLK, Jr. Drive; near Central Avenue

There is a MARTA station at Underground (Five Points station) and at the "Sloppy" Floyd Tower (Georgia State station).

You are encouraged to use the train if possible for your own convenience in avoiding the downtown traffic.



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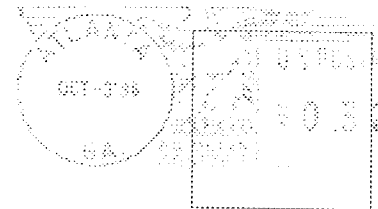
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