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January 25, 2007

Shahrukh A. Irani
Associate Professor
Department of Industrial, Welding and Systems Engineering
The Ohio State University
210 Baker Systems Engineering
1971 Neil Avenue
Columbus, OH 43210

Dear Dr. Irani,

Thank you for your assistance with the planning and layout of our new manufacturing facility. It was exciting for us to locate someone who specializes in understanding and supporting machining job shops like us, or as you put it, High-Mix Low-Volume (HMLV) manufacturing operations. We have learned greatly from your inputs and the resources you have provided us. It was very instructive to see how you differentiated the needs of the typical small job shop from the larger manufacturing operations. In other words, pointing out the differences in JobshopLean versus ToyotaLean. We felt that the distinction is important and crucial for successful implementation of Lean concepts in the job shop environment. The PFAST software provided some keen insights into our product families and routings. This will be of great value in analyzing different layout options, and making very specific and detailed decisions regarding the placement and grouping of machinery and equipment in the new facility.

Finding you was like finding the proverbial needle in the haystack. When we set about to design our new facility we looked around locally for a resource to assist us. Most Industrial Engineers had experience with larger, product-oriented manufacturing operations, if they had any relevant experience at all. We were not comfortable choosing a consultant whose most relevant experience was laying out a window factory several years ago. There really is no comparison between their requirements and ours. The problem is that most Industrial Engineers lack the theoretical grasp of the layout concepts and principles involved, and so they keep applying the same basic manufacturing template in a cookie-cutter fashion, regardless of fit or suitability. In other words, if it works for Toyota it should work for us. Clearly, we both understand this is definitely NOT true.

To give credit where it is due, I would like to mention that it was Vince Bozzone of Delta Dynamics, Inc, who arranged for us to work together. He, too, is a pioneer in promoting the unique differences of job shops versus typical manufacturing operations, and his insights have been very helpful as well. Together, you two make a very formidable team. My only regret is that I did not start working with you earlier so that I could have utilized more of your services in helping us to design our new shop floor. I am sure that we will continue to work with you and Vince as we fine-tune and expand our facilities in the future.

I truly believe that if more job shops followed yours and Vince's advice, we could see a renaissance of manufacturing in this country. I expect my business to become even more profitable and successful than it already is by utilizing your ideas and concepts. Job shop manufacturing can be a very successful business when done properly. We will be the businesses that can provide the strong middle and upper middle class jobs that have been vanishing as manufacturing has been outsourced overseas. We are the ones that can support a strong military and industrial base in this country, which has been the backbone of our strength

and power in the world for the last 100 years. The old-style, dirty, sweat-shop, manual labor concept for manufacturing is dead. The new vision is exciting and promising, and under appreciated, in my opinion. It is time for visionary pioneers like you to preach the opportunities that properly done manufacturing can provide.

I thank you for all your help with our project, and wish you the greatest success in yours.

Yours Truly,

A handwritten signature in black ink, appearing to read "Robert Savitzky". The signature is fluid and cursive, with a prominent initial "R" and a long, sweeping underline.

Robert Savitzky
President
R.S. Precision Industries, Inc.