



FROM **WATERLOO LUTHERAN UNIVERSITY**

WATERLOO UNIVERSITY COLLEGE - WATERLOO LUTHERAN SEMINARY

75 UNIVERSITY AVENUE, WATERLOO, ONTARIO, CANADA

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Attention: <sup>TELEPHONE: AREA CODE 519, 744-8141</sup> Financial and Business  
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TOYS HELP BUSINESSMEN GRASP

NEW PRINCIPLE IN BUSINESS COURSE

Toy building sets and boards with big pegs stuck in them helped businessmen grasp the principles of "evolutionary operation" as a two-day management seminar got under way at Waterloo Lutheran University today.

Evolutionary operation, or EVOP for short, is a way of improving industrial manufacturing processes, thus improving the product, saving manufacturing time, and boosting profits.

Thirteen management men, including production supervisors and plant managers from Ontario companies are attending the seminar, one of many arranged each year by the university's department of business administration and economics.

Dr. Brant Bonner, professor of business administration and director of management seminars, is conducting the course.

"It would be a matter of considerable convenience if it were possible to establish in a laboratory or pilot plant the best operating levels for the final producing plant," Dr. Bonner said in explaining EVOP.

"However, conditions in the plant are different from those found in the laboratory or pilot plant. Therefore, there is no real assurance that the factors determined in pilot plant experimentation are the best for the final producing plant."

As a result, he explained, much time usually is lost in getting information. But EVOP, a relatively new management tool, permits experimentation at producing plant level, free of the defects and wasted time of earlier forms of experimentation.

Dr. Bonner, who introduced EVOP in the Dow Chemical Company, Detroit, described the process as a method of running an operation to obtain two things at one time: 1. Specification-grade product, and 2. Information on how to improve the process.

"Systematic small changes can be made and the results can be measured," he said. "This will give information for making steady improvements. EVOP is simply a special technique designed to gather information during a production run. The information can be used to improve the process."

And Dr. Bonner uses his toys, some taken directly from a kindergarten class, to explain graphically the technical points he is putting across. One toy, for example, is used to demonstrate an entire chemical process in visible terms.

Praise for EVOP has come from many sources. Marvin Miller, superintendent of a soluble saran plant in the United States, said:

"The heart of the system is that certain variables are introduced continuously into the production process. These variables do not significantly affect production and can be run indefinitely, but, because of constant repetition, the effect of small changes can be detected over the long haul."

Those taking part in the Waterloo Lutheran University management seminar are: D. E. Alexander, production supervisor, and J. R. Sanderson, production supervisor, Proctor and Gamble, Hamilton; H. W. Bain, technical director, and W. J. Musick, plant manager, Sinclair and Valentine, Toronto; D. L. Baur, supervisor of material control, and Samuel Leonard, plant manager, Kayson Plastics and Chemicals Company, Preston; M. L. Coltart, research technologist, General Foods, Cobourg; Sheridan Few and Malcolm Ross, engineers, Lake Simcoe Industries, Beaverton; A. J. Kaufman, plant engineer, Harchem Ltd., Toronto; Leonard Manson, technical assistant to the general superintendent, Canada Packers, Toronto; S. R. Stephenson and Keith Warren, B.A. Oil, Toronto.