



2010 Tour Guidelines

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A strategy for choosing which tours to organize

- Consider what other members might want.
 - Do we have the network / connections to make it happen relatively easily?
- How does it fit into a bigger “season” of tours?
 - Fluke + Nintendo = the entire manufacturing and distribution chain for an electronic product.
- Think about what you are interested in as you will have to do all the work to make it happen.
- Think about the brand of the company you are visiting;
 - Is it relevant, “cool” and will it appear interesting to others?
- Does it fit in with MBA classes?
 - NUCOR was deliberately scheduled at the time first years will be studying the NUCOR case in Strategy.
- Can it be tied in with other clubs?
 - The Net Impact club had a cool tour of a wind farm which would have been a great joint tour.

A strategy for getting the tour organized

- Work the club, MBA, and student angle with company’s contact person– this is a great opportunity for us and them. Example emails are below.
- Know what dates work and list them.
 - Fridays are usually the best times because we don’t usually have classes.
 - Watch for conflicts with other critical school activities classes / exams / etc.
 - I didn’t worry about other club events; I planned it and then promoted it and let people self select.

Time Commitment

- It depends on the complexity of the tour, and the number of people who drop out.
 - Managing the contact(s) at the company took time, maybe, a total of 5 hours
 - Sending emails to the tour group, maybe, a total of 4-5 hours
 - Preparing for the tour 1.5 hours before the tour
 - Follow ups etc. around an hour.

Tour size

- <30 is a pain as there are too many people and too many cars. If you have more than 30 think about hiring transport.
- 25 is manageable but enlist another officer to help. If they get to the site early they can help coordinate with people as they arrive.
- 20 is usually just right for the company and for me (one person can manage the group).

Promoting the Tour

- Make the tour sound exciting and exclusive.
 - Email template is attached...
- The tour will probably be oversubscribed so make the selection process transparent at the beginning.

- Give preference to ops members then lottery / first come first served depending on your preference (I prefer the lottery).
- Try and fill the tour.
 - Start with club members and then after they have had a chance to respond, open it up to wider MBA community; share the experience with non-club members and they are more likely to join – think of a net promoter score!
 - Talk to non members and ask them to join the club
- Send out as many emails as you need; op list serve, MBAmail, MBAbull, EveMBA...think about professors.
- Set a closing time for the RSVP. Monitor the responses and use additional promotion as necessary.
- I also specifically mention the tours to people I know have industry interest. The tours can help them make good connections at the company.
- Let people know if they are or are not on tour - I used separate accept / reject emails sent using a BCC mailing list to the two groups.

The RSVP Survey

- See below for survey design.
- Track which class people are in as these statistics tie into MBAA club funding.

The Day Before

- Send out an email confirming who is attending, add the map link and directions, state the dress code and code of professional conduct, arrival times at the lounge and at the site. Tell people to contact you if they are not going to show up!
- See Email below.

Dress code / Behavior

- We are all MBA ambassadors; sometime people need to be reminded of that
 - Business casual seems to work for most indoor settings
 - Flat soled, closed toe shoes are usually mandatory in a factory
 - Dress should always be smart, even if you are going outside
- Talk to people who don't dress appropriately and let them know that they are doing the group and the program a disservice.
- Nintendo asked for questions; this format may be a great way to have participants think about the tour. I would include this as a required element in future RSVP surveys (even if you don't pass the questions on).

Time

- Give plenty of time to get to the site, adjust the desired arrival time to allow for late comers.
- It looks really bad when people show up late. Make sure the group knows this!

Maps

- Most people have GPS and access to the internet.
 - Provide the attendees with the address and a Google map link many times.
 - Print a few maps out on the day just in case.

Saying Thanks

- Gifts
 - Chocolates, Foster Swag; bring something to show you care. Bring enough for more than one tour guide (bring gifts for 3 people unless the group is +25 then bring more!)
- Saying thanks
 - I like to get the group to sign a letter or card that can be given to the guide on the day. This gets the thank you process out of the way.
 - As people check-in in the lounge they sign the card, people meeting at the site may have the opportunity to sign the card if you can catch them before the tour starts
 - Send a follow-up thank you email
- Sharing the tour guides info with the group
 - Ask the guide when they aren't in front of the group if you can share their information so tour participants can say thanks.
- If there is a supervisor that the tour guide can be recommended to, then this is a great way to help them gain exposure.
- I like to say thanks to the people who attended the tour, they are the ones who make it interesting for the tour guides.

Things that go wrong

- The company changes the date / time; it happens but is rare.
 - Advice: You make the decision whether the time and date change work and then inform everyone else about the change a.s.a.p. – don't let the group decide.
- People dropping out (especially at the last minute)
 - Things come up but people need to tell you if they aren't going to be there!
 - If a tour is oversubscribed set up a wait list and let people know they are on it. As soon as space opens up let the person at the top of the wait list know (and make sure they confirm they will be coming)
 - I "Locked" the tour group a day before the event and only allowed drop outs; I didn't add people as this got confusing about who is coming and who isn't.
- People showing up late
 - Despite all the planning it still happens. set aside PLENTY of time to get to the site and set back the arrival time by at least 15 minutes. If we need to be at the site at 12:00 everyone must be there at 11:45. Use your discretion about disclosing the real time as people will arrive as late as possible.
 - Make considerations for traffic. Outside UW, around lunch time, it can take 15 minutes to just get to the freeway!
 - Be flexible but firm with people; you are running the tour. As the organizer you have a responsibility to the company hosting the tour to make it as easy for them as possible.

Have fun...

Example RSVP Survey Design

Survey Title: Nintendo Tour (Wed 7th Apr, 2010)

Question 1.

We will be visiting Nintendo's packaging and distribution warehouse. What are your learning goals?

What questions do you currently have?

Limit response to 300 characters.

Question 2. Required.

First Name (May be different to catalyst name)

Question 3. Required.

Last Name (May be different to catalyst name)

Question 4. Required.

Email Address (in case UW isn't primary address)

Question 5. Required.

Phone Number (You need this in case something goes wrong)

Question 6. Required.

I am an Operations Club Member (Helps manage selection process)

No, Yes

Question 7. Required.

Which program are you in? (Need data for MBAA tracking)

FT 2010, FT2011, Eve2010, Eve 2011, Eve2012, TMMBA, PhD, Other

Question 8. Required.

I am available on Wednesday 7th of April from around 10:45am until about 3:30pm (Make sure they know when to be there)

No, Yes

Question 9. Required.

I have a car and I don't mind giving others a ride to the site. (Needed to manage car pooling)

No, Yes

Question 10.

Excluding the driver, how many people can you (safely) fit in your car.(Needed to manage car pooling)

Enter an integer (without commas).Limit response to one characters.

Question 11. Required.

I need a ride (and I will offer to help the driver out with gas money!) (Needed to manage car pooling)

No, Yes

Question 12. Required.

I will meet you... (Offers flexibility for people who don't want to come to campus)

...in the Lounge, ...at the site

Example Emails

Example Coordination Email - Tom Mitchell – Initial point of Contact

Hi Chris,

I'm glad the tour worked well for you. It's quite a facility and a lot of effort goes in to making it the most efficient method for Nintendo to distribute our product in the most accurate manner. As you can see, we are quite proud of it.

Best of luck,
Tom

From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard

Sent: Tuesday, April 13, 2010 10:25 PM

To: Thomas Mitchell

Subject: Northbend Facility Follow-up

Hi Tom,

I wanted to say thank you for helping make the tour last Wednesday possible. The tour provided deep insights into how Nintendo manages its complex distribution chain. It looks like the team does a first class job.

I also thought Chris and the rest of the team did a really great job in hosting the tour. Malcolm, the security guard at the front-desk was also very helpful. We had a few people from the original group drop out and a few new people step in and take their place, which caused some confusion with the name badges. He handled this situation effortlessly.

I asked Chris whether it would be possible to arrange the tour again next year, which he indicated would be possible. As I am graduating, another MBA student will be leading the group.

I feel very lucky to have seen the center and I am sure all of those on the tour also feel the same way. Thanks you again,

Chris

MBA Class of 2010

Michael G. Foster School of Business

VP of External Events, [Foster Operations Club](#)

University of Washington

206 612 9465

crhoward@u.washington.edu

From: Thomas Mitchell [mailto:THOMMI01@noa.nintendo.com]

Sent: Monday, February 08, 2010 1:33 PM

To: crhoward@u.washington.edu

Subject: RE: Tours of the Northbend Facility

Hi Chris,

I have contacted our team in the Distribution department out in North Bend. They would be glad to discuss with you the potential for a tour.

The contact there is Chris Chapman. Chris is one of our training leads and will most likely be doing the presentation and conducting the tour(s).

Chris can be reached via phone at 425-861-2462 or E-mail at chrich02@noa.nintendo.com

Let me know if you have any trouble reaching him or need additional details. I'm sure you and the group will find the tour interesting and informative.

Regards,
Tom

From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard

Sent: Saturday, January 30, 2010 11:28 AM

To: Thomas Mitchell

Subject: RE: Tours of the Northbend Facility

Hi Tom,

I normally aim for around 20 people on a tour. Because this is Nintendo I would expect demand for spaces to be significantly higher than that. It would really depend how many the team could host. For scheduling, Fridays work best for us. The first week of March or any week in April would be the best times. We are definitely flexible around these periods though.

Thanks very much,

Chris

From: Thomas Mitchell [mailto:THOMMI01@noa.nintendo.com]

Sent: Saturday, January 30, 2010 8:09 AM

To: crhoward@u.washington.edu

Subject: RE: Tours of the Northbend Facility

Chris,

I'm out on a business trip in NY this week. When I return to the office on Monday the 8th, I'll contact the team in North Bend to see about a tour. How many people would be attending?

Regards,

Tom

From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard

Sent: Friday, January 29, 2010 12:03 AM

To: Thomas Mitchell

Subject: Tours of the Northbend Facility

Hi Thomas,

My name is Chris Howard and we met briefly after your talk during the Supply Chain class at the Foster School of Business. The talk gave me a unique insight into the company and I felt like I got a good idea about the way Nintendo operates the US part of its supply chain.

As I mentioned after the class I am the VP of External Events for Foster's Operations Club. One of the ways we expose our members and classmates to the different operations fields is through offering tours of standout facilities in the Pacific Northwest. Your description of the North Bend facility was very interesting and, if it is possible to arrange a tour of the facility, it would be a unique experience that I know our class mates would really value.

Is this something we might be able to arrange and, if so, what is the best way to go about it?

Best Regards,

Chris

MBA Class of 2010

Michael G. Foster School of Business

VP of External Events, Foster Operations Club

University of Washington

206 612 9465

crhoward@u.washington.edu

Example Coordination Email - Chris Chapman - Tour Leader at the Nintendo Facility

A couple alternates would be fine and can be handled when you arrive. Thanks for the list of questions we look forward to the tour.

Christopher Chapman

Supply Chain Training Lead

North Bend

425-861-2462

chrich02@noa.nintendo.com



From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard

Sent: Thursday, April 01, 2010 1:36 AM

To: Christopher Chapman

Subject: RE: Tours of the Northbend Facility

Hi Chris,

Here are the name of those I expect to be attending. Sometimes one or two people drop out and I do have a waiting list. If this happens, can I bring them along as replacements and then notify security or do I need to lock the list to keep it simple at your end?

1. ABZARIAN DAVID
2. MA LAM
3. HUNTTING ZACHARY
4. MACY SCOTT
5. WINGERT ASHLEY
6. GROSS MATTHEW
7. LEE ELAINE
8. ABERCROMBIE SARAH
9. ELISEO MATTHEW
10. BELL JOHN L
11. HAO KUAN-YU
12. MELKUS ROBERT
13. HUANG SHIANG-PING
14. PARCEL ANDREW
15. KAROTTKI MARY
16. TOROMANOV DIMITAR
17. CHING JERIANN
18. BRICK JACOBJ
19. CHAUDHURI PRITHA
20. HOWARD CHRIS

Here are some questions from the group. I hope it isn't too many.

1. What are the processes for receiving parts from different manufacturing centers and the distributing to retail locations?
2. How has Nintendo optimized its supply chain?

3. How have lean processes been applied?
4. What were some of the biggest challenges of implementing a lean system?
5. How does Nintendo involve its employees in changes to the production and distribution systems?
6. How does Nintendo manage reverse logistics?
7. What aspects of Nintendo's supply chain offer a competitive advantage?
8. Does Nintendo use cross-docking facility?
9. How has Nintendo reduced shrinkage?
10. In such an automated facility, what happens if something breaks?
11. What differentiates this facility and Nintendo's non-US facilities?
12. How are demand and supply determined?
13. How does Nintendo plan daily production requirements?
14. How does Nintendo plan for the high and low seasons?
15. Which markets does Nintendo serve / how big is the distribution network?
16. Is this type of distribution unique in the entertainment / video game industry?
17. Does Nintendo use delayed differentiation for consoles/games?
18. Which partners does Nintendo work with to distribute products?
19. Was supply of the Wii intentionally kept low, or was that a forecasting error or some other factor?
20. Are there MBA type roles in the Nintendo's supply chain; procurement, logistics, forecasting areas. Are there internships?

Thank you again for organizing this, we really appreciate it.

Chris

From: Christopher Chapman [mailto:Chrich02@noa.nintendo.com]

Sent: Thursday, March 04, 2010 12:45 PM

To: Chris Howard

Subject: RE: Tours of the Northbend Facility

Chris,

I have confirmed April 7th at 12pm with our team here for your tour. As mentioned below we will need a list of participants (20 max) so we can register them with security and if you could provide some learning goals and/or questions that would be very helpful.

We are looking forward to meeting you in a few weeks. Feel free to contact me with any questions,

Christopher Chapman

Supply Chain Training Lead

North Bend

425-861-2462

chrich02@noa.nintendo.com



From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard

Sent: Monday, March 01, 2010 10:05 PM

To: Christopher Chapman

Subject: RE: Tours of the Northbend Facility

Hi Chris,

I'm sure you're very busy so I am just following up on the email below. Is there was any news about a possible tour in April?

Thanks,
Chris

From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard
Sent: Friday, February 19, 2010 1:39 PM
To: 'Christopher Chapman'
Subject: RE: Tours of the Northbend Facility

Hi Chris,

It would be great to see the packaging plant in operation so maybe another day would work. Would Wednesday the 7th, 14th or the 21st of April work? I think the 12pm time slot would work best for us for any day you choose.

20 people is a perfect group size for us. Because our schedules are uncertain, our process for organizing these tours is to send out an electronic RSVP 3-4 weeks before the event. I can collect questions and learning goals at that time if that works for you?

Thanks very much,
Chris

From: Christopher Chapman [mailto:Chrich02@noa.nintendo.com]
Sent: Tuesday, February 16, 2010 7:58 AM
To: crhoward@u.washington.edu
Subject: RE: Tours of the Northbend Facility

Hi Chris,

Glad to hear of your interest in touring our facility. I believe we can make an arrangement that works for everyone's schedule. The first week in April would probably be best for us.

Some info I would need from you prior to the tour would be a participant list (20 is the max we prefer to have on tours at one time), a list of potential topics you would like to focus on or some goals you hope to achieve with your visit (this will help us focus on the information that is relevant to you), and the date you would like to visit.

Something to consider is we have both packaging and distribution processes in our facility however packaging is typically not running on Fridays so another day would be preferred if that is of interest to you. Normal operation hours are 6 am – 2:40 pm and the tour takes about 2 hours w/Q&A time.

Optimal tour times are from 9 – 11 am and 12 – 2 pm.

I look forward to hearing from you,

Christopher Chapman

Supply Chain Training Lead

North Bend

425-861-2462

chrich02@noa.nintendo.com



From: Chris Howard [mailto:chrisrahoward@gmail.com] **On Behalf Of** Chris Howard
Sent: Friday, February 12, 2010 12:34 PM
To: Christopher Chapman
Subject: Tours of the Northbend Facility

Hi Chris,

My name is Chris Howard and I am a second Year MBA at University of Washington's Foster School of Business. Tom Mitchell recently visited our Supply Chain class and I contacted him to ask about the possibility of arranging a tour of the North Bend Distribution Facility.

As the VP of External Events for Foster's Operations Club, I try to expose our members to the different operations fields by offering tours of standout facilities in the Pacific Northwest. North Bend sounds like

a unique facility that would definitely fit that bill! If it is possible to arrange a tour of the facility, it would be a unique experience that I know our club members and class mates would really value.

We normally aim for around 20 people on a tour but because this is Nintendo I would expect demand for spaces to be significantly higher than that. I can probably bring as many students as the team could host. For scheduling, Fridays work best for us. The first week of March or the first two weeks in April would be the best times. We are definitely flexible around these periods though.

If this something we might be able to arrange, what is the best way to go about it?

Best Regards,

Chris

MBA Class of 2010
Michael G. Foster School of Business
VP of External Events, Foster Operations Club
University of Washington
206 612 9465
crhoward@u.washington.edu

Example Initial Promotion Email Template



Event: Nintendo North Bend Packaging and Distribution Tour (hyperlined to their website)
Date: **Wednesday, 7th April**
Time: **10:45am in the Lounge, 11:50 at the site**
Open to: Operations Club members, and 2010 Graduates
Sign up: <https://catalysttools.washington.edu/webq/survey/crhoward/97450>

Sign up closes: At 11:59pm on 31st March

Notes: 9 spaces are currently available. If the tour is over-subscribed, preference will be given to 2010 graduates (selected by lottery if we get more than 9 responses). This tour will probably be offered next year so 2011/ 2012 graduates will have another opportunity!

Company Overview:

Nintendo North Bend is the main North American production facility and one of the distribution centers for the video game console manufacturer Nintendo, located in North Bend, Washington. The 380,000 square foot facility processes more than 20,000 orders a day to Nintendo customers, which include retail stores that sell Nintendo products and consumers who order their video games and associated components online. The North Bend facility has been praised for its efficiency and low stock shrinkage in part because the facility is so highly automated.

The tour will take us through both packaging, where they burn, pack, wrap and box ALL the Wii games sold in the US, and distribution where they ship to sites all over the US. We don't need to oversell this tour because you know it is going to be awesome...

If you have any questions or suggestions please forward them to Chris Howard: crhoward@u.washington.edu

Thanks,

The Ops Club Exec. Team

Example Day-Before Email to Tour Attendees



We will be meeting in the lounge 10:45 am and leaving the lounge at 11am sharp.

Dress code is business casual.

Think about what you would like to learn on the tour

Please remember we are ambassadors for the Foster School and we should act appropriately.

The address is: 1229 NW 8th St, North Bend, WA 98045

My phone number is 206 612 9465

Drivers

1	sjmacy	MACY	SCOTT J.
2	jbell129	BELL	JOHN L
3	rmelkus	MELKUS	ROBERT D

Passengers

1	zapan	HUNTTING	ZACHARY DANIEL
2	elee5	LEE	ELAINE LING
3	sphuang	HUANG	SHIANG-PING
4	jaching	CHING	JERIANN M
5	crhoward	HOWARD	CHRIS
6	sstout	Stout	Sarah
7	rthind	THIND	RAVINDER
8	yasharf	FAKHARI	YASHAR D

Meeting at the site

1	zurb	ABZARIAN	DAVID
2	lamma	MA	LAM QUANG-THUY
3	awingert	WINGERT	ASHLEY W
4	aparcels	PARCEL	ANDREW E
5	karotki	KAROTTKI	MARY
6	cubs	BRICK	JACOB J
7	jvcooney	COONEY	JOHN V
8	amineb	BENKIRANE	AMINE
9	dhour	HOUR	DANIEL

Example Follow up Email to Tour Attendees

Hi Nintendo Tour Attendees!

Wasn't that Awesome? If you were also on the Fluke tour you've basically seen how electronic equipment (in very well run facilities) goes from components to customers. A big Woo Hoo for the folks who are getting it done!

Here is Chris Chapman's email address, Chrich02@noa.nintendo.com. If you would like to say thanks to him and his team that would be great. If you have any observations or areas you think the facility could be improved and want to send them to him that would be even better! (They will go the VP of the facility.)

Thanks for representing the School so well. This was a new one for us, it came from just following up leads (no Alumni / direct professor connections) so it was important we did a good job. Because we did, they are happy to host us again next year.

Cheers,
Chris