

MAZHAR M. SHAH
Statistician

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To whom it may concern:

I am the Statistician for Teledyne Water Pik. Teledyne Water Pik markets its products of consumer oral health, shower massage, air and water filtration, to its customers, both domestically and internationally. The Plastics Operation is located in our Loveland, Colorado facility, where our component units are molded. The Assembly Operation is located in Fort Collins, Colorado, as well as in Loveland, where our finished products are integrated and tested.

I have had the opportunity to work and assist Nelson Wax, from March, 1994, until September, 1994, in implementing continuous improvement projects. Mr. Wax was a Project Manager for the Institute of Management Resources, a consulting firm, contracted by Teledyne Water Pik. Mr. Wax's engagement included the coaching of our employees to improve productivity in the areas of setup reduction, line balancing, work cells deployment, as well as Kaizen and team building, organizational re-structuring and management training, in both the Plastics and Assembly Operations. The results were lower labor and material costs, shorter production cycle times and improved product quality.

I was particularly involved with the collection, analyzing and reporting of data from various production areas and presenting the progress of those previously mentioned improvement efforts that were facilitated by Mr. Wax. A "focused improvement matrix" containing such information was developed and updated weekly. This performance measurement report was used in our cross-functional teams.

Personally, I found Mr. Wax very dedicated, hardworking and goal oriented person. He was very successful in creating a paradigm shift. He built and inspired teams, and taught important concepts like effective team meetings, problem solving, Action Item Matrix, key performance indicators used as benchmarks and process improvement tracking. These are still being used and are an important part of our current jobs.

I wish Mr. Wax success in his future endeavors. Should you wish to contact me, please do not hesitate. My telephone number is 970-221-8685.

Sincerely yours,



Mazhar Shah

7/8/96

cc: File