

## Kenneth A. Hoffman attachment

A key success factor for Packard Electric's growth from the 1960's through the present time has been an extraordinarily customer-focused Application Engineering capability.

A strong Application Engineering capability is essential and, in fact, a differentiator for a business with custom designed products such as wiring systems. Ken Hoffman had more to do with developing this capability than any other employe in Packard Electric's history. He was part of the Application Engineering organization (both as an engineer and as a supervisor) as it grew from fewer than 10 engineers in the 1960's to over 100 engineers in the 1980's. He was clearly the leader among his peers both as an engineer and as a supervisor in that organization.

Over the years Ken may well have trained (directly and indirectly) over 50 application engineers. He always talked about his pride in his "kids" as they went on to be successful in other parts of the Packard Electric and/or General Motors organization.

Ken clearly understood and taught that Application Engineering is all about customer focus, listening to the customer, understanding requirements, and then providing engineering that fulfills requirements and exceeds expectations.

Ken also understood, demonstrated, and taught that Application Engineering's customers included both the vehicle customers and Packard Electric's internal manufacturing organization. Ken was always held in the highest regard by both his vehicle customers and the Packard Electric manufacturing organization--often a delicate balance.

In the late 1970's Ken spent eight months with Packard Electric Ireland to establish a Product Engineering capability, and the systems and procedures necessary to support it. Ten years later, people from P.E. Ireland still asked about Ken Hoffman and would pass along their greetings.

In addition to the influence Ken had on his peers and the people he supervised, I think it's only fair to say that Ken also trained several Chief Engineers. I can say from a personal standpoint that I found both Ken's guidance and his criticism to be invaluable in learning to understand Application Engineering's customers--both internal and external.