

Toledo



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Toledo, Ohio 43606

[www.apicsToledo.org](http://www.apicsToledo.org)

[Board@apicsToledo.org](mailto:Board@apicsToledo.org)

Editor: Paula Taynor

Volume Number XLVIII Issue 10 – April, 2009

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## *President's Message April 2009*

We have one PDM and one CPIM module left for the year. It is hard to believe that another APICS year is almost over. Our Annual Meeting to elect officers will be held in late May or early June.

Here is a list of the seats that make up the chapter board of directors and the names of the people who have announced their intention to run.

- President – Bruce Brechin
- Executive Vice President – Open
- VP of Membership – Open
- VP of Finance – Open
- VP of Administration – Open
- VP of Programs – Open
- VP of Publicity – Mike Bunge
- VP of Education – Dr. Matt. Franchetti
- Student Chapter Liaison – Erin Barranco

Also, there is an open position for an assistant to the webmaster; this appointment will be made by the board.

Any professional or corporate chapter member who is in good standing is eligible to run for any of the seats above with the exception of Executive Vice President, President, and Chairman. According to the chapter by-laws, these three seats require at least one year of previous APICS board experience before being eligible to seek them.



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If you are interested in becoming a chapter office for next year, please send me an e-mail ([president@apicstoledo.org](mailto:president@apicstoledo.org)) or give me a call at 419-244-4719. We are in a dire need of board members to fill the open seats above so please consider volunteering!!!

As we all know, the current recession that we are in is the longest since the Great Depression. It is predicted that the national unemployment rate will reach the double digits in the last half of 2009 or the first quarter of 2010. Several of our chapter members are unemployed. The Midwest has been hit hard due to our reliance on the auto industry and manufacturing. I want to highlight some of the benefits the chapter offers our unemployed members.

- We will post your resume on the Career Center section of the chapter website.
- You can attend chapter PDMs for free (a \$25.00 value)
- We are reducing the cost of our CPIM review courses from \$120.00 to \$70.00

Hopefully, this will help to alleviate some of the economic pain our unemployed members are feeling right now.

I also want to mention that the chapter will post free of charge any job openings that your company has in the areas of operations and supply chain management in the career section of our website as well. Please send them to our webmaster at [webmaster@apicstoledo.org](mailto:webmaster@apicstoledo.org) and he will post them.

I am sure that some of you are sitting there reading this and asking yourself what discounts is the chapter giving you even though you are not unemployed. First, we are dropping the price of our CPIM module review courses from \$370 to \$299 for APICS members. Second, we are again running the offer where you are given a free PDM for attending three PDMs in the same PDM year. I also want to mention that anyone is welcome to attend the presentation portion only of chapter PDMs at no cost. You must still send a note to [pdm@apicstoledo.org](mailto:pdm@apicstoledo.org) stating that you will be attending the presentation but not the meal portion of the meeting. The board realizes that the current economic conditions have had a negative impact on all of our members.

*Brent Schlegel, CPIM, CSCP*

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### *Executive Vice President's Message*

This position is open. Please contact Bruce or Brent if you are interested

[position description](#)

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## *VP Programming Message April 2009*

A total of twelve evaluation cards were turned in from our March 19 PDM at The University of Toledo. Jerry Madine spoke about the Theory of Constraints.

	Not Satisfied				Highly Satisfied				Overall Rating		
	1	2	3	4	5	5	5				
	#	%	#	%	#	%	#	%	#	%	4 + 5
<b>Facility</b>	0	0%	0	0%	0	0%	7	58%	5	42%	100%
<b>Dinner</b>	0	0%	0	0%	1	8%	5	42%	6	50%	92%
<b>Topic</b>	0	0%	0	0%	1	8%	2	17%	9	75%	92%
<b>Location</b>	0	0%	0	0%	2	17%	7	58%	3	25%	83%
<b>Speaker</b>	0	0%	0	0%	1	8%	1	8%	10	83%	92%
<b>Meeting</b>	0	0%	0	0%	1	8%	5	42%	6	50%	92%

I want to once again thank Dr. James Pope who donated text books to be raffled off. The winners of the text books were Otto Steele, Lance McKeown, and Brent Schlegel. Don Nesper was the winner of the free PDM.

### Upcoming Events:

- April 8 - Joint Event with the Toledo Roundtable of the Council of Supply Chain Management Professionals - 3:00 P.M. Tour of Port Toledo and the shipyard followed by a networking event at the Bronze Boar - Reservations are now being accepted - See our website ([www.apicstoledo.org](http://www.apicstoledo.org)) for more information and a link to make reservations.
- **April 16 - Joint Meeting with the Toledo ISM chapter**  
 April 2009 Professional Development Meeting  
 (Annual Joint Meeting with the Toledo ISM Chapter)

**Topic:** Transportation - Keeping your shipments moving... an inside look at the transportation industry.

**Presenter:** Sarah Radil of Bax Global

*April's guest speaker will be Sarah Radil with BAX Global, Inc. She will discuss the transportation industry with special insight into the business of freight forwarders. 2008 was packed with many industry challenges, including fuel, security and overall economic conditions.*

*Sarah Radil is the Manager, Forwarder Network Development & Implementation at BAX Global, Inc., a subsidiary of Deutsche Bahn AG. Sarah is an international marketing professional with over 15 years experience in consumer products, raw materials and transportation industries. In her current role, Sarah is instrumental in the success of this new wholesale*



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*program, from the introduction of the BAX Forwarder Network with 5-year growth from zero revenue to over \$115 million annually while continually maximizing fixed asset capacity using minimal additional resources.*

*Sarah received her BSBA cum laude in finance and marketing from the University of South Carolina. Since then, she has worked in various product and marketing management roles. Sarah holds several US patents for product design. Of note, she spent 2 years as the Marketing Manager, Europe for Newell Office Products, division of NewellRubbermaid, as a vital leader creating and overseeing the new marketing department, making powerful contributions regarding all aspects of business planning, strategic direction & development, as well as preparation and execution of specific marketing plans.*

Date: Thursday, April 16, 2009 - Registration begins at 5:30 P.M. with the meal being served at 6:00 P.M.

Location: H.J.'s Prime Cut – 206 New Towne Sq. Dr. (in front of the former Northtowne Mall on Alexis Rd.), Toledo

Buffet Style Meal: Salad, Chicken, Prime Rib, Potatoes, Vegetable, Dessert  
Cash Bar will be Available

Cost: \$25.00 for APICS members - \$15.00 for student APICS members and \$30.00 for non-APICS members

**Please send your reservation to [pdm@apicstoledo.org](mailto:pdm@apicstoledo.org)**

Reservation cut-off date is Sunday, April 12 at 5:00 P.M. – **Please remember it is chapter policy that anyone who cancels their reservation after the cutoff or anyone with a confirmed reservation who does not attend will be invoiced in full**

***Attend three PDMS in the 2008-2009 PDM year and get the fourth free.***

- May 2009 - Plant Tour
- May/June 2009 - Annual Meeting

***Brent Schlegel, CPIM, CSCP***

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## *Chairman's View April 2009*

I recently received an e-mail from someone who said he was considering joining APICS and wanted to know if he should. Obviously I am biased but I wanted to give a factual answer about the benefits of membership and so the question set me thinking about APICS and why it is very relevant to everyone in Operations Management or Supply Chain and why I believe they should join.

I first heard of APICS in 1999 when I was working in the Phoenix area and we recruited somebody in our planning group who as very active in APICS, I heard about certification, was invited to a “bring your boss” evening” but never took it further. Then at the end of 2000 I moved to Ohio and someone in the planning group at First Solar was an APICS member, she gave me copies of the chapter newsletter (who remembers the printed version we used to mail out?), I joined in June 2001, thinking I would gain knowledge and broaden my understanding of Resource Management, APICS then being APICS – The Educational Society for Resource Management. I can honestly say I have not been disappointed, as well as extending my knowledge I have gained 2 certifications and met a lot of people not only from NW Ohio but from across North America.

Now what do I say to someone today to make them want to join APICS?

At the local level we have the PDMs (professional development meetings), plant tours, our newsletter, education classes as a step to certification. From the Association level we receive the APICS magazine, e-mail invitations to APICS Webinars and our International Conference (remember it's in Toronto in October 2009), but think about the wider level.

There is OMBOK, the Operations Management Body of Knowledge, and the APICS Dictionary, both of these are available at the APICS website to members, they can be downloaded for free and what a wealth of information they contain. Take a look at **Publications** under the **Resources** tab the next time you log in to the APICS website and delve into an incredible pool of information.

But we are much more than information on a website, we have approximately 40000 members worldwide: think of them as a vast pool of resources, you have a question and there are thousands other professionals out there who can offer advice based not just on books but on practical experience as it is likely someone will have faced the same (or a similar) situation to the one you face, and if they haven't I'm sure they will have suggestions.

What about international problems, well APICS major presence is certainly in North America, but we have associates in Europe, South Africa, the Middle East, Asia and Australia, this means we are definitely a multinational body and as a member you can tap into this bank of resources.

APICS has created a number of Learning Communities, think of these as APICS Facebooks, these communities cover different topics, you can join them and if you have a question launch it into the community and see what comes back, alternatively offer your ideas to someone who sent out their question.



There are 11 communities just now (see the list below) but I'm sure more will be formed and if you think there is an area which should have its own community you can always suggest it to APICS.

- 3PL – Third Party Logistics
- APICS Job Seekers
- APICS Main
- General Instructors
- International Logistics
- Lean
- Process Industries
- Project Oriented Operations
- Supplier Relationship Management
- Supply Chain Organization Structures

How do you find these communities?

Log in to the APICS website, select the **Resources** tab, select **Learning Communities** then select **login** – it's just below the introductory paragraph – and off you go.

Of course you can always send a question to the chapter newsletter, we have over 300 members including the student members and we send our newsletter to over 500 people, once again a tremendous wealth of knowledge is out there waiting for you.

It's amazing what you can get from APICS, the more use you make of APICS and its resources the more useful APICS will become to you. We should all try to think how we can use this international association to help us at the local level

We (the individual members and APICS itself) are very good at hiding our respective lights under a bushel but if we all share our knowledge and experience everyone will gain.

By the way I'm very pleased to be able to say my questioner has decided to join APICS.

*Bruce Brechin CPIM, CSCP*

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## **Education Report April 2009**

### **Upcoming CPIM Class**

We are pleased to inform you that we will be offering the 5<sup>th</sup> module of the CPIM series, Strategic Management of Resources in Toledo beginning in mid-May. This is a 9 week module, one evening per week for 3 hours. The class will be taught by Dr. Jim Pope, Professor of Business, at The University of Toledo on Tuesday evenings starting May 19th, a short description of the class appears below.

#### **Strategic Management of Resources**

This is the fifth and final module in the CPIM series and covers the relationship of existing and emerging processes and technologies to manufacturing strategy and supply chain-related functions.

SMR is divided into three major areas:

- aligning resources with the strategic plan
- configuring and integrating operating processes to support the strategic plan
- implementing change

Specific topics include

- Strategic issues
- Choices affecting operations structure
- Choices affecting operations infrastructure
- Implementing a strategic plan
- Emerging concepts and the supply chain
- Configuring and integrating design and development and cost management
- Project management
- Measuring organizational performance
- Change management

This is the capstone class of the CPIM series and it is recommended that participants have either completed the other classes in the series or are experienced practitioners of operations management or supply chain.

***Matt Franchetti***

***VP of Education***

### **Want to Earn More?**

As everyone who reads the newsletter knows I am a strong proponent of APICS education programs and APICS certifications and I thought I would tell you why.

1. Participants expand their knowledge and improve their understanding of operations management and supply chain
2. Classes generate income for the chapter allowing us to fulfill our mission, “to provide knowledge of operations management to organizations and individuals through educational opportunities, facility tours,



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and professional association”. This chapter year we expect to give back approximately \$12000 in scholarships, donations to scholarship endowment funds and support to the APICS Scholars program.

3. Certification helps improve earning potential.

To support that last statement I suggest you take a look at *Logistics Management's* 25<sup>th</sup> Annual Salary Survey published March 1<sup>st</sup> 2009 <http://www.logisticsmgmt.com/contents/pdf/Salary.pdf> Figure 4 has a breakdown by educational background, and earnings for those with a related Professional Certification fall just behind earnings for those who have undergraduate or graduate degrees in logistics and / or supply chain management.

Now certification isn't going to guarantee you that \$90+K position but it will certainly help you differentiate yourself and it does appear to increase your earnings potential.

So sign up for our CPIM and CSCP classes.

*Bruce Brechin, CPIM, CSCP*

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### *VP Student Liaison*

No Submission in time for this issue.

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### **APICS Student Chapters**



As the end of our spring semester approaches, BGSU APICS continues to plan social networking and educational events that help our students become more actively involved. Our group is in the process of planning an educational day trip to Detroit to tour the Ford Rouge Factory and the Henry Ford Museum. We also have plans to go bowling and have an end-of-the-year bonfire.

On Friday, April 24, the BGSU College of Business will be holding its annual Sebo Series in Entrepreneurship. This event will host guest speakers: Terry Jones, the founder and former CEO of Travelocity.com, and Blake Mycoskie, founder of TOMS: Shoes for a Better Tomorrow. In conjunction with the Sebo event, our group will be sponsoring a Style Your Sole party. Students, faculty and community members are welcome to purchase a pair of Blake Mycoskie's TOMS shoes for \$40. For every pair of shoes purchased, TOMS will give a pair to a child in need. This is the goal of Mycoskie's company. On this Friday, those who purchased shoes will be able to decorate their own shoes at our shoe party. Individuals who wish to purchase pre-decorated shoes are welcome to do so. If you would like to participate in this wonderful event or have any



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questions, please feel free to contact Kyle Chesser at [kchesse@bgsu.edu](mailto:kchesse@bgsu.edu). If you would like more information about TOMS shoes, feel free to visit their website at <http://www.tomsshoes.com>.

Also on Friday, April 24, our organization will be hosting a golf outing in the evening. This event will include students, faculty and professionals competing together in a friendly golf scramble. The details are still being finalized, but there will be prizes and refreshments for those in attendance. If you would like to join us for this enjoyable event, please feel free to contact our advisor, Karen Eboch at [eboch@bgsu.edu](mailto:eboch@bgsu.edu).

Karin Mowery  
APICS Vice President of Publicity  
Bowling Green State University



## University of Toledo

### University of Toledo Student Chapter and Toledo Chapter Joint PDM

Approximately 60 student and professional members met in Libbey Hall at the University of Toledo on Thursday March 19<sup>th</sup> to hear Jerry Madine of the Constraints Management Group present on Theory of Constraints (TOC) and Replenishment.

After providing a short introduction about himself (over 25 years manufacturing experience before moving into consultancy) and the Constraints Management Group, Jerry opened his presentation with an explanation of the principles behind Theory of Constraints and the potential benefits that can accrue, although many might think TOC is purely manufacturing related Jerry pointed out that it can also be adopted by service industries.

Inventory management systems are designed to have the right amount of inventory at the right place at the right time, but there is a conflict, on one side marketing want to have sufficient to respond to any customer demand while on the other the financial focus is on minimizing excess inventory, and of course a balance between these views has to be achieved.



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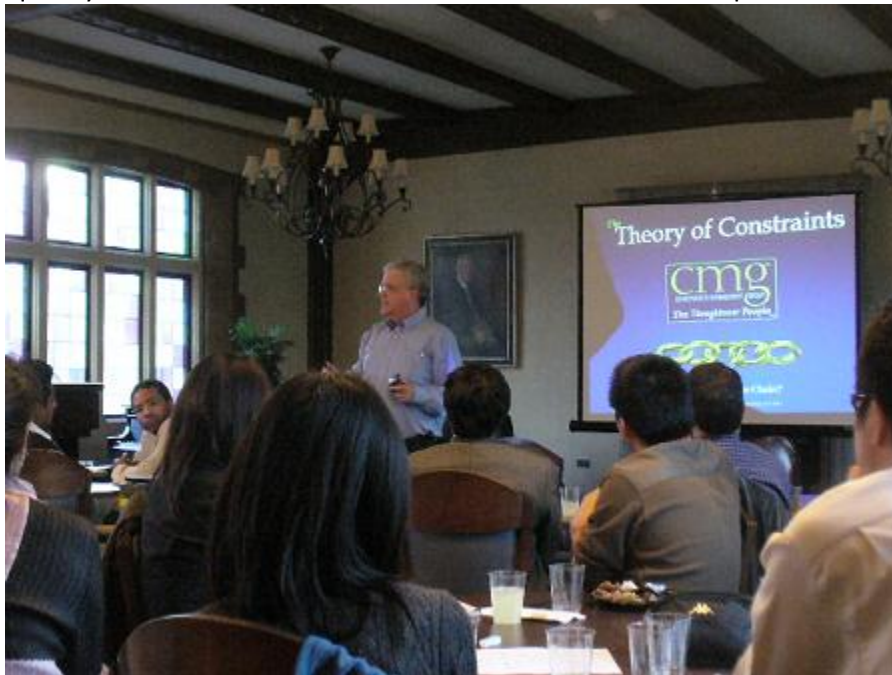
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Jerry observed that holding inventory closer to the source (i.e. not as finished goods) protects the maximum amount of consumption for the lowest cost, he used the analogy of residential water supply; individual properties don't hold months of water but are supplied from a large central reservoir from which they draw as needed. From a manufacturing perspective we need to pace replenishment order and delivery frequency as close as possible to actual consumption, this means, where possible, companies should place strategic buffers of inventory that aggregate as many points of demand as possible and are as close to the source as possible. Additionally the frequency of orders and deliveries should mirror actual consumption as closely as possible.



He next addressed inventory buffers, and the strategies for buffer sizing and their control to ensure that stocks (raw material, sub-assemblies or finished goods) are maintained in the optimum range, sufficient to respond to customer demands but limited to avoid excess. This led to forecasting and Jerry stated that forecasting is an educated guess and within a replenishment system forecasting is used to make initial plans thereafter buffer management reconciles those plans with reality. He reminded attendees forecasting needs to take into account factors such as seasonality, product promotions, new product introductions and items with long lead times. Jerry finished his presentation by summarizing the steps to achieve a successful replenishment implementation and the need to involve those affected and address their concerns and get their support.

I'd like to thank Brent Schlegel for arranging the speaker and Professor Sundar for organizing the facility.

A copy of Jerry's presentation is now available on the Toledo chapter website.

***Bruce Brechin, CPIM, CSCP***



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## *VP of Membership*

No Submission received in time for this issue.

*Ryan Higgins, CSCP*  
*VP Membership*

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## *V.P. Publicity Message April 2009*

*You're Invited. Please  
open this attachment.*

[09 1096 Conference flier](#)

[A FINAL.pdf](#)



**Test Your CPIM Knowledge – April 2009**

Chapter polo shirts for the first 3 (non-instructor) members submitting correct answers to  
[chairman@apicsToledo.org](mailto:chairman@apicsToledo.org)

**Q1)** Which of the following production processes is most appropriate for high-volume bulk products?

- A. project**
- B. jobbing**
- C. batch**
- D. continuous**

**Q2)** The process by which forecast and actual demand may be compared and coordinated in the master schedule is known as

- A. available-to-promise logic**
- B. measurement of forecast error**
- C. consuming the forecast**
- D. time fencing**

**Q3)** During the MRP re-planning process, the key purpose of the bill of material is to provide

- A. a pick list to show the number of components needed for an item**
- B. product structure records to guide the explosion process**
- C. documents to be used primarily for engineering and costing references**
- D. product details used to determine the production sequence**

**Q4)** Material is pulled into a final assembly area from feeding operations

- A. when production is completed**
- B. as it is needed**
- C. when material handling equipment is available**
- D. when material balance is zero**

**Q5)** Design for manufacturability is supposed to result in which of the following?

- A. improve product quality**
- B. reduced training needs**
- C. reduced product features**
- D. delayed market introductions**



## *VP of Finance Report*

This position is open. Please contact Bruce or Brent if you are interested  
[position description](#)

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### Answers to March Newsletter CPIM Quiz

*Unfortunately there were no all correct submissions for March*

**Q1) (BSCM)** The end items and quantities to be produced by period are defined by which of the following?

**C. Master production schedule**

**Q2) (MPR)** If a company changes its service level policy from 99 percent to 90 percent, all of the following will increase EXCEPT

**B. Inventory**

**Q3) (DSP)** The supplier base should be reviewed and updated with the objective of

**A. Decreasing the supplier base**

**Q4) (ECO)** Which of the following software capabilities is used so that transaction costs are minimized when Just-in-Time is implemented in an MRP environment?

**B. Backflushing**

**Q5) (SMR)** All of the following are requirements for a successful employee involvement (EI) program EXCEPT

**B. management clearly identifying and defining the problems to be solved**

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**Did you ever notice: When you put the 2 words "The" and "IRS" together it spells "THEIRS"?**

**Taxgiving Day = April 15th**

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## **Guest Columnist**

### **Job Search Survival 2009**

Undoubtedly, this is the toughest year on record to land a new job. Reaching your career goal will take courage and nerves of steel. Are you up to the challenge? Here are three tips for job-search endurance that will keep you on the right track toward your employment goal.

#### 1. Keep your career goal realistic.

This is not the time to strike out in a risky career direction. Following your heart toward a career in which you have little qualifications could yield months of frustration as you find yourself competing against legions of candidates far more qualified. Unless you are in the position to hold out for a very long job search, concentrate on positions where you are best qualified.

#### 2. Realize it will take longer to land your next position.

If you've never experienced a lengthy job search, set your expectations out several months and practice patience. You will apply for many positions as the perfect candidate, and get no response. Expect that. You will conduct perfect interviews and hear nothing back. Expect that as well. Just remember that eventually the right company with the right job at the right time will come your way if you stay calm and focused and don't let discouragement keep you from moving forward. Just keep with it.

#### 3. Write a better resume than your competition.

Less jobs and more applicants equals extremely high competition. The quality of your resume has never been more important. For the best possible resume keep these guidelines in mind:

- Focus your resume. Avoid a one-size-fits-all resume.
- Showcase your best information in the top half of page one.
- Include accomplishments that illustrate your ability to solve today's business challenges.

#### 4. Sharpen your interview skills.

With employers interviewing only the best of the best, when you are chosen to interview be sure you are your competitive best. You CANNOT "just wing" an interview and expect to be called back for a second. Today it takes solid interview strategy to earn a second round of interviews. Interview books are helpful, but they usually fall short of teaching you how to read the interviewer's mind to understand his/her hiring motivations. A study in the art of selling is more effective to achieve great interview performance. A few basic selling strategies include:

- Asking the right questions to understand the interviewer's "hot button" motivations.
- Formulate answers around the interviewer's motivations.
- Know your accomplishments well enough to weave them effectively through your interview to achieve top candidate status.

Throughout 2009, the best jobs will go to those who persevere and stay focused. Keeping your expectations and goals realistic will help prevent the emotional ups and downs. Prepare for your job search as if you were competing in a marathon. With patience, endurance and skill you will win your next job.

*This article was submitted by Deborah Walker, Career Coach [Deb@AlphaAdvantage.com](mailto:Deb@AlphaAdvantage.com), 888-828-0814, [www.AlphaAdvantage.com](http://www.AlphaAdvantage.com)*



**Midwest Atlantic District**  
*Delaware, Maryland, New Jersey, Ohio, Pennsylvania, Virginia, West Virginia*

No new MAD information to report at this time

**Next Mid Atlantic District Meeting – June 12<sup>th</sup> - 14<sup>th</sup>, Richmond VA**

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## *Webmaster for April 2009*

### New Items

- **Looking for job postings to post on the website**  
 Please email [board@apicstoledo.org](mailto:board@apicstoledo.org)
- **Looking for website assistance**  
*for college credit / by contract / by project: email webmaster for more info*
- Unemployed benefits info news added to main page
- Added Theory of Constraints presentation to front page
- Added Maumee and Toledo Chamber of Commerce's' logos to website
- Added msn.com to Web Site Search Engine Visibility Audit
- Added Jim Pope's instructor profile
- Reservation cut-off dates added to PDMs, and added to the PDM template, for all future PDM postings
- Newsletters added <http://www.apicstoledo.org/news>  
*Check out the news!*

### Updates

- Board members and their bios updated. Security upgraded. Revised default page load order with host
- Updated BGSU logo. Secured updatable documents. Resume updated.
- Corrected the URL to the Supplier Recruitment Program because it changed
- Website went down for a couple hours due to host's Windows upgrade
- Calendar updates
- Backed up website

Complete update log here: <http://www.apicstoledo.org/updates.txt>

### Website Statistics for period 02/28/2009-03/30/2009

#### Visitors Overview

276 visits <i>up 40%</i>	830 page views <i>down 10%</i>	179 unique visitors <i>up 26%</i>
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#### Top Content

Page	Hits
Home	409
Board	67
Calendar	56
CPIM	46

#### Top Landing Pages

Page	Hits
Home	227
CPIM	19
Links	8
CSCP	7



Toledo APICS

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Website Assistance Requested


Toledo APICS is in search for website assistance  
for its [APICSToledo.org](http://APICSToledo.org) website

We are looking for experienced or inexperienced web site editors to help update and maintain the APICS Toledo website. Assistance includes everything from updating simple pages using written directions, to authoring web applications such as contact pages and database updating. Training and instructions are available.

- Acquire professional references and work experience for a job search
- Gain college credit and networking contacts
- Learn HTML, JavaScript, ASP.NET, C#, and VB.NET
- Work with ASP.NET applications, dynamic HTML, and database driven pages

Assistance is needed with one or more of the following areas: help maintain and update the website, create banner ads and animated GIFs, create single ASP driven web pages, create database driven pages, edit and update simple pages. Training and directions are available.

Contact [David Dinwoodie](mailto:David.Dinwoodie@apicstoledo.org), Toledo APICS Webmaster, for more information at [webmaster@apicstoledo.org](mailto:webmaster@apicstoledo.org)



Website Updating	Web Application	Graphic Ad Design
Simple website updates Build your resume Learn <a href="#">(APICS)</a> ASP.NET, C#, VB.NET, dynamic HTML Instructions provided Training available	Design single web applications Contact pages Database driven pages Dynamic pages Training available Contract Work Available for Experienced ASP.Net Designers	Short graphical design work for webpage Design banner ads Design animated ads Design color schemes Paid-by-piece work available

*David Dinwoodie - Toledo APICS Webmaster*