

Toledo



P O Box 2823, Tol



Toledo, Ohio 43606

Editor: Paula Taynor

www.apicsToledo.org

Volume Number XLVIII

Board@apicsToledo.org

Issue 19 – February 2010

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President's Message February 2010

One new member has joined the Toledo chapter in the last month, Shan Ramachandran, I know Shan will be taking our Master Planning of Resources class starting February 9th so I would like to welcome him to the chapter and thank him for joining APICS and enrolling in our class.

There were no new student members in January, this probably reflects the winter break and I'm sure there will be some new recruits for both BGSU and UT chapters by the end of February.

By now you will have seen we are offering one free PDM (February, March or April, your choice) to every professional Toledo chapter member and perhaps you are wondering why. Well we have a regular group of attendees who come to our PDMs and, unfortunately, a larger corresponding group of non-attendees, I and my fellow board members would like to see as many members attend these events as possible and we thought offering a free evening might get some new faces along. Perhaps you have never attended a meeting or it has been some years since you attended and our hope is you will take us up on the offer and will become a more frequent participant in the chapter program.

The offer is open for 3 months to maximize your opportunity to attend.

On a separate subject you may remember we sent out a request just before Christmas asking members to respond to a Supply Chain survey being carried out by Sufian Qrunfleh a doctoral student, he needed to get a minimum number of replies so that his survey would be statistically valid, I'm very pleased to say that he got all



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the responses he needed so to those who took the time to complete the survey I'd like to thank you for helping Sufian with his doctoral thesis.

Sheryl Holbrook our VP Programs has just finished her Master's degree at UT and to celebrate she volunteered to take on the role as Acting VP Student Liaison, obviously she can't stay away from the hallowed halls of academia. I know she is very keen to work with the student chapters and has already attended a student chapter board meeting at BGSU and the BGSU Spring Semester Kick-off Meeting.

There are other opportunities to help the chapter by serving on the board, if you are interested or would like further information please let me know, either call me at 419 662 7531 or e-mail president@apicsToledo.org

Bruce Brechin, 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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Trivia

It was during the Dark Ages in Europe that this widespread superstition took hold. Peasants and nobles alike noticed a strong connection between a bright, sunny, medieval Candlemas Day and long, dreary winter weather extending into the next 6 weeks:

*If Candlemas be fair and bright, Winter has another flight.
If Candlemas brings clouds and rain, Winter will not come again.*



Answers to January Newsletter CPIM Quiz

Everyone must still have been recovering from Christmas and New Year as we had no all-correct entries – please keep trying

BSCM

Which of the following is most consistent with ABC analysis and control?

B. A small number of items account for a large portion of annual usage value.

MPR

All of the following may contribute to an unrealistic master production schedule **EXCEPT**

B. inaccurate sales forecasts

DSP

If L = actual labor hours, SH = standard hours, U = utilization factor, and E = efficiency factor, the equation that should be used to calculate actual labor hour requirements is

B. $L = SH / (E \times U)$

ECO

Which of the following are reasons for purchasing outside capacity?

- I. It cuts down on training costs for new employees.
- II. It permits increased output with no additional capital investment.
- III. It reduces overtime.

D. I, II, and III

SMR

Which of the following order-winning criteria typically lie within the jurisdiction of the manufacturing function?

- I. Delivery reliability
- II. Product design leadership
- III. Quality conformance
- IV. Aftermarket service

A. I and III only



VP Programming Message February 2010

LAST MONTH'S EVENT

We had a good turnout for our Professional Development Meeting on January 20 in the Taverna Room at Pizza Papalis in downtown Toledo. We had 14 professional members and guests, and 5 student members from Bowling Green State University and the University of Toledo. Jeff Eloff is a new professional member, so he enjoyed a free PDM.

Many thanks go to Dave Swartz from PTL, LLC. Dave discussed the importance of Transportation / Logistics and how it impacts the supply chain. As Dave says, "Without Transportation/Logistics, you have no supply chain"! Dave showed us how he helps his customers achieve supply chain efficiencies by bringing together manufacturers, service providers, and transportation companies.

Dr James Pope from the University of Toledo generously donated text books for our drawing. The winners of the books were Jeff Rogers from Allermuir, Luke Mueller from BGSU's student chapter, and Jim Snodgrass from UT's student chapter. Pete Dankert from ThermaTru won the free PDM.

Survey results were good. We had a 79% participation rate (19 attending, 15 survey cards returned). The results are shown in the following table. Some suggestions for future topics are: the economy; near sourcing (regional manufacturing); and lean. Suggestions and comments are always welcome. I appreciate your input!

	Not Satisfied				Highly Satisfied				Overall Rating		
	1		2		3		4			5	
	No	%	No	%	No	%	No	%	No	%	4 + 5
Facility	0	0%	0	0%	0	0%	8	53%	7	47%	100%
Dinner	0	0%	0	0%	0	0%	7	47%	8	53%	100%
Topic	0	0%	0	0%	0	0%	8	53%	7	47%	100%
Location	0	0%	0	0%	2	13%	6	40%	7	47%	87%
Speaker	0	0%	0	0%	2	13%	7	47%	6	40%	87%
Meeting	0	0%	0	0%	0	0%	8	57%	6	43%	100%

FEBRUARY'S EVENT

Our next event is a Professional Development Meeting on Thursday, February 18, 2010. This is a joint meeting with ASQ, the American Society for Quality. The location is Langley Banquet Hall in The Historic Commercial Building, 301 River Road, in Maumee. Dinner will be buffet-style, featuring Red Wells Famous Roast Beef, as well as herbed chicken, mashed potatoes and gravy, salad, vegetable, bread, dessert, and beverages.

Our program for the evening is "Asset Tracking with RFID", and it will be presented by Tom O'Boyle of Miles Technologies. Having visibility to IT assets, personnel, inventory, or other objects at the pull of a trigger can provide valuable information to any organization. RFID technology gives organizations the ability to track people, assets, or products without the need for human intervention or direct line of sight. The use of RFID technology can benefit a business through reduced administrative errors, labor costs associated with scanning bar codes, internal theft, errors in shipping goods, and more efficient inventory levels. We look forward to Tom's presentation.



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The cost is \$25.00 for APICS members and guest, and \$15.00 for students. The reservation cut-off is Friday, February 12, at 5:00 pm. Send your reservation to pdm@apicstoledo.org.

Bruce Brechin, our Chapter President, detailed elsewhere in this newsletter the chapter's offer to our professional members of a free PDM. Take advantage of this excellent opportunity to network with other operations management professionals, as well as the quality professionals from ASQ and the RFID professionals from Miles Technologies. When you make your reservation, just mention you are using your free PDM.

If you cannot join us in February, you can still take advantage of the free PDM offer in March or April. See the schedule below for further details. Hope to see you soon!

UPCOMING EVENTS

APICS Toledo
 2009/2010 Schedule of Events

Date	Event	Location	Speaker	Topic
Thursday, Feb 18, 2010	Joint PDM With ASQ Toledo Chapter	Langley Hall 301 River Rd Maumee, OH 43537	Tom O'Boyle Miles Technologies	Asset Tracking with RFID
Tuesday, March 16, 2010	Joint PDM With ISM Toledo Chapter	Brandywine Country Club 6904 Salisbury Rd Maumee, OH 43537	Joe LaMantia e-Ventus Corp	e-Collaboration
April/2010	Joint PDM With U of T Student Chapter	U of T Campus Toledo, OH	TBA	TBA
May/2010	Plant Tour	TBA	TBA	TBA
June/2010	Annual Meeting	TBA		

Please contact me if you have any suggestions for upcoming PDMs or plant tours!

Sheryl Holbrook, CPIM, C.P.M.

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Re-Tune, Re-Focus and Re-Invigorate

The following article is published with the kind permission of

Robert P. Sabella, CEO & Founder of RFIDJobing, a company focusing on the RFID marketplace
Contact details appear at the end of the article

Re-Tune, Re-Focus and Re-Invigorate in 2010!

Well the New Year is finally upon us. Hopefully you've had time to recharge during the holiday season and spend some quality time with family and friends. Now it's time to get back to business and you should be energized and confident about jumping back into the job race and finding that perfect position. Before you slam on the throttle, take a moment to Re-Tune, Re-Focus and Re-Invigorate your job searching process for maximum results.

Re-Tune

You've got the credentials and you've got the experience but if you don't have them clearly represented on your resume they're not going to do anybody any good. Employers are looking for specific criteria when hiring. They're looking for the perfect fit because let's face it, they get as tired looking for the right fit as you do. Make sure that we have the most current copy of your resume with all of your credentials.

Re-Focus

The chances of the perfect job coming along in a matter of days is highly unlikely. Finding a job takes both time and patience. Take this time to gauge your strengths and weaknesses and focus on the job that is going to be best for you. Make sure we know what you are looking for so when that perfect job does come along we call you first.

Re-Invigorate

After a long holiday stretch finding a new job may seem like it's never going to happen. Take the time you now have and put it to good use. Work on getting the extra credentials that will make you a vital asset to someone's company. Ask us about which credentials would be best fit your skill set. This is a good way to re-invigorate your job search and build your value as a professional.

With these tips you will be well on your way to getting back in the saddle again in 2010!

Contact Details for RFIDJobing are shown below

Robert P. Sabella, CEO & Founder

RFIDJOBING.com, rsabella@RFIDJOBING.com, www.RFIDJOBING.com

Office: 972-386-9655 ext.9971, Cell: 469-371-4744



VP of Membership

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

Our total membership (professional, academic and retired) is now at 129 so we are seeing a gain of one or two new members each month, my goal is trying to ensure that every member renews their membership.

I don't have the latest numbers for APICS, at the last Mid Atlantic District Meeting (October) we were told at the association level membership had started to show a slight increase, I'll get the latest numbers at the MAD meeting at the end of the month and hopefully APICs will also be showing an increase month by month.

With BGSU at 51 and UT at 43 we have 94 student members with more membership applications to be submitted, these are 2 very strong chapters and if the boards can maintain their recruiting efforts we may see a combined total of 100 by end of the semester.

Bruce Brechin CPIM, CSCP

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V.P. Publicity Message February 2010

Mike Bunge CPIM, CSCP, C.P.M.

Chairman's View February 2010

No Submission in time for this issue.

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Education Report February 2010

By now you should have seen our e-mails about the Master Planning of Resources class starting February 9th and I would like to remind you that if you want to take the class but haven't registered then do so **NOW**.

From time to time I receive calls or e-mails asking about different ways of studying for CPIM exams and the costs and I have put together a short summary of some of the options and the associated costs.

There are 5 CPIM modules

- Basics of Supply Chain Management
- Master Planning of Resources
- Detailed Scheduling and Planning
- Execution and Control of Operations
- Strategic Management of Resources

APICS Professional Membership subscription is \$200 per year.

1. Chapter Classes in Toledo – Instructor Led

Purchase from APICS Toledo

Member \$299

Non-member \$449 includes 1 year APICS membership (\$50 saving)

Required Materials

Participant Guide, included in class fee

Optional materials

APICS Dictionary, members can request a free copy from APICS or purchase for \$25, non-members \$45

CPIM Exam Content Manual, members \$24, non-members \$36

Classes are 8 – 10 weeks, one evening per week, each class is 3 hours

2. Classes at Jackson Community College, Jackson MI – Instructor Led

Purchase from JCC

Member \$499

Non-member \$599

Required Materials

Participant Guide, included in class fee

Optional materials

APICS Dictionary, members can request a free copy from APICS or purchase for \$25, non-members \$45

CPIM Exam Content Manual, members \$24, non-members \$36

Classes are 8 – 10 weeks, one evening per week, each class is 3 hours



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3. APICS On-Line Package – Self Study

Purchase from APICS www.apics.org

Member \$450

Non-member \$580

On-line access is valid for 12 months

Optional materials

APICS Dictionary, members can request a free copy from APICS or purchase for \$25, non-members \$45

CPIM Exam Content Manual, members \$24, non-members \$36

4. MGI Home Study Package – Self Study

Purchase from APICS www.apics.org

Member \$300

Non-member \$375

Optional materials

APICS Dictionary, members can request a free copy from APICS or purchase for \$25, non-members \$45

CPIM Exam Content Manual, members \$24, non-members \$36

5. Fox Valley College – Instructor Led On-Line Classes

Purchase from Fox Valley Technical College www.fvtc.edu

Member \$475

Non-member \$545

Required Materials

Participant Guide, member price \$85, non-member price \$125

Optional materials

APICS Dictionary, members can request a free copy from APICS or purchase for \$25, non-members \$45

CPIM Exam Content Manual, members \$24, non-members \$36

6. Weber State University – Instructor Led On-Line Classes

Purchase from Weber State University www.weber.edu

Member \$475

Non-member \$545

Required Materials

Participant Guide, member price \$85, non-member price \$125

Optional materials

APICS Dictionary, members can request a free copy from APICS or purchase for \$25, non-members \$45

CPIM Exam Content Manual, members \$24, non-members \$36

Please note prices for materials do not include shipping charges



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CPIM Certification

To achieve certification it is necessary to pass a separate exam for each module and you can take tests in one of 2 ways, Paper Based Testing (only available 10 times per year) or Computer Based Testing (almost available “on demand”).

The Toledo chapter used to offer PBT but as APICS requires a minimum payment equivalent to 10 test fees and as there is now a CBT test center located in Maumee we will only provide PBT if requested.

Computer based testing is available through PearsonVue www.pearsonvue.com

Member \$120 per exam

Non-member \$155 per exam

If you have any questions about CPIM classes or certification please send an e-mail to education@apicsToledo.org

Bruce Brechin CPIM, CSCP

VP Student Liaison

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

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Guest Columnist - David Dobrzykowski

Supply Chain and IT Researchers at UT – A Resource to Improve Your Operations

We all know that manufacturing has changed dramatically in recent times. Global competition, technological advancements, increasing and changing customer demands, and pressure to reduce costs have created a very challenging environment for manufacturers. Northwest Ohio and Southeast Michigan has been particularly hard hit by these competitive pressures. This has led many companies to seek out 'best practices' to improve their operations and ensure effective and efficient performance.

Supply chain and IT researchers at the University of Toledo are trying to help. Led by Dr. Paul Hong, a team of UT researchers in Information, Operations, and Technology Management have joined forces with a global research team called the International Manufacturing Strategy Survey (IMSS) group. Every four to five years the London Business School leads the IMSS in a comprehensive study of manufacturing strategy in conjunction with twenty-four other universities from around the world. Dr. Hong and UT are now the USA coordinators for this initiative.

Results from this study are used both to track important global trends in manufacturing and to benchmark local and national performance against other parts of the world. The goal of the group is to collect data about manufacturing practices related to concepts such as operations strategy, process improvement, IT integration of the supply chain, NPD among many others. Survey participants are then provided with a customized 'best practice – benchmarking report' which details how their operations stack up against other manufacturers from around the world. In 2005 over 700 companies participated including manufacturers in Australia, Brazil, Canada, China, France, Germany, Italy, Japan, Mexico, Spain, UK, and the USA. Twenty-three countries were represented in total.

Data collection is again underway during the month of February and the response has already been very strong. If you would like to participate and receive your free 'best practice – benchmarking report,' contact David Dobrzykowski at UT. David can be reached at (419) 297-6600 or via email at david.dobrzykowski@utoledo.edu.

Supply Chain IT Meets Healthcare Delivery

Unprecedented scientific and technological advancements enable people today to live longer and with the increase in the aging population comes increased demand for healthcare services. This shift has contributed to disturbing cost, quality, and even global competition trends for healthcare providers. The Kaiser Family Foundation reports that the Centers for Medicare and Medicaid Services (CMS) currently spends over \$2.5 trillion for healthcare services. This is about \$8,160 per U.S. resident compared to \$356 per resident or a total of \$75 billion in 1970. Kaiser also reports that the U.S. spends considerably more on healthcare as a percentage of GDP than other developed countries. In 2006 for example, healthcare expenditures account for 15.3% of GDP in the U.S., compared with Canada (10.0%), France (11.0%), Germany (10.6%), Japan (8.1%), and the United Kingdom (8.4%). At the same time, other studies reveal a decrease in consumer confidence regarding access to quality care in the U.S. These perceptions have led to *medical tourism* – the idea that many patients now seek treatment in other countries where quality healthcare is believed to be found at lower costs. In short, healthcare providers today are under attack, feeling many of the same cost, quality, and global competition pressures often faced in manufacturing.



As a result, many healthcare providers are now turning to concepts from Supply Chain Management (SCM) and Information Technologies (IT) to address these challenges. One key concept which is gaining traction in hospitals is the use of radio frequency identification (RFID) for asset management. Many local hospitals and health systems, including University of Toledo Medical Center (UTMC), either have implemented or are considering the technology. Awarepoint, a provider of RFID technologies to hospitals estimates that in most hospitals, 15% of equipment is misplaced or missing at any particular point in time. Furthermore, hospitals spend approximately 5% to 15% of their equipment budgets on rentals just to replace misplaced equipment. RFID has come to the rescue in this situation. According to Awarepoint's website, one of their clients, Thorton Hospital at University of California San Diego, implemented an RFID system and realized a \$450,000 in savings in capital expenditures for IV pumps in the first year. They estimate that rental fees for infusion pumps will save more than \$72,000 annually. Awarepoint also suggests that advantages in quality can be realized through the application of RFID for patient flow management, operating room throughput, and patient safety. Given this, don't be surprised if the next patient bracelet you receive at admission has an RFID tag!

Another surprise you may want to brace yourself for is the use of robots and Automated Guided Vehicles (AGVs) for inventory management in hospitals. The Cleveland Clinic is relying heavily on AGVs in its new, state-of-the-art healthcare material handling and order fulfillment system, reported to be the most sophisticated in the U.S. by Builders Exchange Magazine. Eighty-four unmanned AGVs serve to connect the new materials management building to the rest of the Cleveland Clinic. The AGVs are electric motorized vehicles that transport materials through a tunnel from the materials management center to locations throughout the Cleveland Clinic's main campus. They follow imbedded magnet paths along the floors and are capable of quick stops in case a human or some other physical object obstructs their path. The AGVs consist of heavy equipment carts, food carts, waste carts, and linen carts among others, and are capable of maneuvering within one-quarter to one-half of an inch of their planned route on their magnetic pathways. RFID technology is used to ensure the proper location of each AGV which is an essential element of the system given that the AGVs make approximately 5,000 trips and travel about 1,000 miles per day. On an annual basis, the system is used to manage the selection of over 3,000 stock and 100,000 non-stock items.

Clearly cost, quality, and competitive pressures are causing healthcare executives to 'think differently' about the way they manage their organizations. Given that 25% of healthcare costs are supply related, which means supplies could account for approximately \$500 billion of healthcare spending by 2015, many hospital executives are turning their attention toward the pursuit of an efficient and patient-centered supply chain. RFID and AGVs may represent two very important technologies as effective supply chain practices meet healthcare delivery.

David Dobrzykowski is a Doctoral Candidate in the College of Business Administration at the University of Toledo. David enjoyed a 13 year career as a business executive, holding titles including CEO and VP. While serving in leadership positions in the provider and insurance verticals of the healthcare sector, he spent 8 years on UT's Adjunct Faculty, before returning for his PhD. His research interests include supply chain management and information technology, specifically related to the application of supply chain concepts in healthcare. David's research also explores comparisons of these phenomena in service and product-focused firms. His articles have been published (accepted) in journals such as Benchmarking: An International Journal, International Journal of Information Security and Privacy, International Journal of Services and Operations Management, and Service Science. David has also taught a variety of undergraduate, MBA, and Executive MBA courses at the UT.



APICS Student Chapters

With the start of a new semester, the BGSU Student Chapter has new officers for our Spring 2010 APICS Chapter. The new officers are...

President – Karin Mowery
Vice President – Meredith Severt
Treasurer – Ryan Kenney
Secretary – Silvia Morales
VP of Programs – Igor Nemirovskiy
VP of Publicity – Jacob Yaney
VP of Membership – Jason Brown
VP of Awards – Erich Brockman
Dean's Advisory Council Liaison – Jenny Bailey
Director of International Travel – Darcy Manjabosco Filho
Chair of the Board – Jamie Hoke

We would also like to acknowledge our previous board member who graduated in December, Bernie Aguiar. We wish him the best of luck and know that he will excel wherever his next steps take him.

In January, our group held a kick-off meeting to promote the professional and social activities we will be hosting this semester. To help promote our organization, we participated in the BGSU College of Business Day where we informed current and prospective students about APICS. We also held a game night to provide our members with a break from studying.

February will be a very busy month for our organization. Our students will be preparing for the Job Fair on February 9. The night before the Job Fair, our group will host an SCMI dinner where a representative from Owens Corning will be sharing about best practices. During that same week, we will be hosting a bowling night to help our students relieve some stress from all the Job Fair activities. Also in February, we look forward to taking a team to Chicago for the APICS Great Lakes District Case Competition and providing two teams for the APICS Mid Atlantic District Case Competition held in Toledo.

Last reported, we stated that we were going to Brazil for our International Trip in March; however, our plans have changed. After reviewing the cost and safety involved with going to Brazil, we decided that it would be more feasible for us to go to Italy. So March 6-13, we will be taking 10 students to Italy to go on plant and cultural tours. At a one of APICS Toledo's previous board meetings, we ask for your financial support in this trip and you graciously contributed \$2,500. We would like to thank you, our Parent Chapter, for your support in this experience and look forward to sharing our experiences with you on our return. Ciao!

Karin Mowery
APICS BGSU Student President



University of Toledo

only new info we have is our meeting will be held on Feb. 4th at 4:45 in Stranahan 107. We will also be holding an election for a new VP.

Test Your CPIM Knowledge – February 2010

Chapter polo shirts for the first 3 (non-instructor) members submitting correct answers to
president@apicsToledo.org

1) Which of the following demand fulfillment approaches typically has the longest delivery time?

- A. engineer-to-order
- B. make-to-order
- C. assemble-to-order
- D. make-to-stock

2) Which of the following is used to convert the master production schedule into detail requirements?

- A. production planning
- B. rough-cut capacity planning
- C. production activity control
- D. material requirements planning

3) The goal of a supplier evaluation system is to

- A. ensure supplier is meeting the needs of the buyer
- B. provide a basis for cost reductions
- C. emphasize price-oriented measures
- D. focus on "on-time" delivery

4) When allocated on the basis of historical direct labor hours, overhead will be properly absorbed if which of the following is true?

- A. total volume increases
- B. total volume decreases
- C. total volume remains unchanged
- D. fixed costs decrease

5) Customer-oriented manufacturing performance measures include all of the following EXCEPT

- A. service parts availability
- B. cost variances
- C. product quality
- D. delivery responsiveness



VP of Finance Report

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

Midwest Atlantic District

Delaware, Maryland, New Jersey, Ohio, Pennsylvania, Virginia, West Virginia

As previously announced our chapter will be hosting the February meeting of the Mid Atlantic District which will be held at the Holiday Inn, French Quarter, in Perrysburg.

One of the highlights of this meeting will be the Student Business Case Competition where student chapter teams are given a business problem on the Friday evening. The teams have to have a solution ready and provide a written report by Saturday lunchtime and make a formal presentation of their findings and recommendations on Saturday afternoon.

I am very pleased to say that both our student chapters will be participating, with 2 teams from BGSU and 1 team from the UT, I am sure everyone joins with me in wishing them good luck

Libbey Inc has kindly offered attendees the opportunity to tour their Toledo plant on the Friday afternoon.

Finally if anyone has any small advertising giveaways, pens, notepads etc. they would like to donate so that we can pass them out to attendees please send me an e-mail president@apicsToledo.org

Bruce Brechin CPIM, CSCP

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JOKE

Last winter was the warmest that I can remember. I don't know if that is a sign of global warming or Alzheimer's disease ☺.