

# DISPATCH



## Monthly Newsletter of the West Jersey Chapter

The West Jersey Chapter of APICS is a 501(c) 3 non-profit organization dedicated to the continuing education of supply chain management professionals.

Editor – Dan Moore

Volume 26, No. 4

December 2007

*COME JOIN YOUR FELLOW PROFESSIONALS*

### **APICS Professional Development Meeting January 17, 2008**

#### **Who owns Finished Goods Inventory?**

*Bill Nickle*

*Director Customer Care Support, Mars*

When the top level says "Inventory is too high", who is responsible for reducing it?

This presentation will examine why we carry inventory and identify the different components of inventory. We will discuss the drivers for each of the components, the relevant metrics, and how inventory levels can be reduced. And we will see that several different functions own the drivers that affect inventory levels.

**5:30 – 6:00 pm      Networking**

**6:00 – 6:30 pm      President's Welcome**

**6:30 – 7:30 pm      Keynote Presentation by Bill Nickle**

**7:30 – 9:00 pm      Dinner**

**Program Cost: \$35 preregister, \$40 at the door  
non-member \$40 pre-register \$45 at the door**

**To Register: <http://www.apics-westjersey.org/Events.htm>**

**Location: Hanover Manor, 16 Eagle Rock Ave, East Hanover, NJ 07936**

**Coming in March**

### **Utilizing MRP in a LEAN Environment**

A full-day, highly-interactive seminar providing the means to integrate MRP and LEAN methodologies

*See page 7 for more Details*

## ***PRESIDENT'S MESSAGE***

*Pete DeCarolis*  
*President*



On Tuesday, December 4<sup>th</sup> your West Jersey Chapter held its annual Holiday celebration. And, I would add, I found it particularly enjoyable and somewhat rewarding. Everyone attending went home with a raffle prize. We at WJER believe that all should share in the gifting of the season, so no one goes home empty handed.

It is with particular thanks that we mention the generosity of Summit Group, who year after year contributes without question to this event. This year we also had significant donations of product giveaways by our friends at Novartis CHC. And to top it off, each attendee received a Godiva sample box of chocolate from your chapter as a thank you in some small way for your support.

This year proved to be very special for another reason. We had a special presentation by our friends at the Community Food Bank of New Jersey (CFBNJ). Laura Sodano explained to us the workings of this outstanding charity and provider for the hungry here in New Jersey. We also held a food drive collection on behalf of the CFBNJ and accumulated a reasonable amount of donations from our attendees. Thanks to all for their generosity and willingness to help our less fortunate neighbors from CFBNJ and WJER APICS.

Coming up in January, we will have a presentation by Bill Nickle at the January 17 Professional Development Meeting being held at the Hanover Manor. Bill has prepared to answer the question of "Who Owns Finished Goods Inventory?". I for one would sure like to hear the answer to that question. Knowing the caliber of Bill's past presentations and his ability as a world class presenter, I expect we will have a very informative and entertaining evening.

In February we will have Hans Levenbach speak to us about "Demand Forecasting". March will find us back in the arms of Mike Ford who will hold a seminar on "Utilizing MRP in a LEAN Environment". We will also have Mike as the keynote speaker at our March 20<sup>th</sup> PDM. In April we'll have Bill Walker as our keynote speaker and in May, Joe Aiello will be back with us. We're working on a seminar for April with Joe as well. June presently has Cliff Boldt scheduled as our keynote speaker. But more on these later.

Please be sure to check the website at [www.apics-westjersey.org](http://www.apics-westjersey.org) to keep up with what's going on in your chapter.

Regards and the very best of the holiday season to all from the WJER Board of Directors.

Pete DeCarolis  
President

## **EDUCATION NEWS**

### **APICS Publishes New Dictionary**

APICS recently published the 12th edition of their widely respected dictionary. The dictionary is the industry standard for supply chain professionals world-wide. It is the go-to document to obtain the latest definitions for industry terminology. The APICS dictionary should be part of every supply chain professional's reference library.

One benefit of APICS membership is an APICS dictionary. If you are a member, call today to get your copy. Call the APICS customer service organization at 800-444-2742 and ask for your 12th edition.

### **2008 CPIM Certification Review Classes**

The West Jersey Chapter has published the schedule of CPIM certification review classes for the first half of 2008. In the first six months of next year all 5 modules will be offered as follows:

<b>Course</b>	<b>Day</b>	<b>Dates</b>
Basics of Supply Chain Mgmt.	Wed	1/23 - 3/19
Basics of Supply Chain Mgmt.	Wed	4/23 - 6/18
Master Planning of Resources	Mon	4/7 - 6/2
Detailed Scheduling and Planning	Tues	1/15 - 3/11
Execution and Control of Operations	Tues	4/1 - 5/20
Strategic Management of Resources	Mon	1/21 - 3/17

All classes will be held at Tiffany & Co. in Parsippany on the respective evenings from 5:30 PM to 8:30 PM. For complete information and on-line registration, please visit <http://www.apics-westjersey.org/Course.htm>.

### **CPIM Examinations**

APICS announced that effective in 2008 the cost of taking the CPIM computer based examinations will increase. The new rate for APICS members will be \$120 and for non-members \$155.

### **Newly Certified Members**

At the November PDM two Chapter members were recognized for completing the requirements of the CPIM

program and are now CPIM certified. The latest two CPIM members are: Johnna Sucha, CPIM of Mars Health and Nutrition and Nate Dills, CPIM of Novartis Consumer Health. Our Vice President of Education, Ralph Fariello, CFPIM, CIRM, CSCP, presented Johnna and Nate with a CPIM pin in recognition of their accomplishment.

Congratulations Johnna and Nate.

### **Certification by the Numbers**

Did you know that among West Jersey members we have:

- 6 CFPIM
- 62 CPIM
- 18 CIRM
- 17 CSCP

### **2008 CSCP Certification Review Class**

The Chapter will offer a certification review class for the new Certified Supply Chain Professional program in the first half of 2008. The classes will be held on Tuesday evenings from 5:30 PM to 8:30 PM, starting on March 11<sup>th</sup>. The course is scheduled to be completed in advance of the June CSCP examination date. For more information visit <http://www.apics-westjersey.org/Course-CSCP.htm>.

For price information and a registration form, please contact Ralph Fariello, CFPIM, CIRM, CSCP at rfariello at apics-westjersey.org.

### **West Jersey APICS Wants YOU! ... Join our Corporate Strategic Advisors Program**

We invite you to join our Strategic Corporate Advisors Program! Allow the West Jersey Chapter of APICS to help your company maintain your competitive advantage. We offer opportunities for ongoing education through attending our PDMs, and participating in Seminars, Conferences and Certification courses.

Serve as the contact in your company for the West Jersey Chapter of APICS.

- Provide notice via e-mail, announcements, and/or postings on Company bulletin boards of upcoming Professional Development Meetings (PDMs), Seminars and Educational offerings of the Chapter.
- Encourage your coworkers to join APICS, and attend APICS PDMs, Seminars and Educational offerings.
- Encourage your management to support APICS membership; attendance at APICS PDMs and Conferences; and APICS certification and education.

- Answer questions from coworkers about APICS membership, and the West Jersey Chapter of APICS.

Advantages for you and your Company:

- Special notice via e-mail of upcoming Professional Development Meetings (PDMs), Seminars and Educational offerings of the West Jersey Chapter of APICS.
- An open invitation to our monthly board meetings, so you can let us know how the West Jersey Chapter of APICS can meet the needs of your company.
- Recognition for you, and your company, for your support of the West Jersey Chapter of APICS.

For More information contact:

Dawn Fletcher, CPIM, VP, Company Coordinators at 973-408-8232 or [dawn.fletcher.b@bayer.com](mailto:dawn.fletcher.b@bayer.com).

You may also fill out your contact information on our website at [www.apics-westjersey.org/Contact](http://www.apics-westjersey.org/Contact).

## **Can You Hear Me Now? Are You Listening???**

**By** Linda Trignano - Business Coach & HR Consultant

Listening is a skill that is often overlooked and definitely undervalued.

Have you ever been in a conversation with another person whom you *know is not really listening* to what you are saying? Think for a moment about how you know they are not listening to you. It could be their body language or the blank look in their eyes. Perhaps their eyes are scanning the room or they might even be starting to answer you before you have finished your sentence. The point is you know when you are not being listened to and it can be frustrating and irritating!

For some, not listening or not hearing what is being said serves a purpose in their life. Whether it's their boss who is saying something they don't want to hear or a coworker whom they feel doesn't know enough to be offering information, they just choose to not listen. Sometimes they just don't want to hear what is being said so they can avoid being put in a position of accepting or taking action on what they heard.

If good listening skills are so valuable then why are so many of us poor listeners? The first thing is to understand that we are not born "good" listeners. It is a skill that can and should be cultivated and honed. While it does take work, with some coaching you can improve your listening skills dramatically. Good listening starts with a genuine interest in the other person and what

they have to say. Good listening is asking the right questions and then listening with an open mind to the answers. Here are some more tips to help you excel as a listener:

- Use your whole body to "hear". That includes your face, your eyes, and the position of your body.
- Listen patiently. People think faster than they speak. Give them the time they need to express their thoughts.
- Hear them out before you start judging their words or speaking yourself.
- Listen to nonverbal messages. Many messages are communicated nonverbally by tone of voice, facial expressions, energy level, or posture.
- Ask questions to clarify the information you have heard.
- Give feedback. Look directly at the speaker. Now and then nod to show that you understand. At appropriate points you may also smile, frown, laugh, or remain silent.

These are all ways to let the speaker know that you are really listening. Remember, you listen with your face and the rest of your body as well as your ears! Apply these tips to become a better listener to improve your career and your life.

#### About HR Performance Solutions:

*With over 20 years of experience HR Performance Solutions, LLC offers our clients support in training and mentoring teams in the public/private sectors to ensure best HR practices are being followed. We also provide individuals with the coaching tools to successfully handle career transitions. [HR Performance Solutions](#)' founder Linda Trignano is focused on helping companies more effectively handle their people related functions. We help businesses increase employee value by leveraging our expertise in human resources and communications to ensure that clients incorporate HR "best practices" into their business. [HR Performance Solutions](#) brings a unique approach to its clients by integrating problem identification, action plan development and employee acceptance into every engagement, we produce results that drive your company's profits and value. Sign up for our free monthly newsletter at [www.hrperformancesolutions.com](http://www.hrperformancesolutions.com).*



**Attention SUPPLY CHAIN PROFESSIONALS:**

The Bloomfield College Materials/ Supply Chain Program is back and better than ever! Whether pursuing a certificate, degree or individual courses, you can make a positive impact on your company's bottom line. Contact Jeff Bragar now at 908-268-6460 for more information. [www.bloomfield.edu](http://www.bloomfield.edu)

## Preparing Your Supply Chain for the Next Downturn

*Having the right data in the right system at the right time can save your bacon*

**By Steve Wells**

The food and beverage manufacturing industry has its ups and downs just like all businesses. However, unlike most businesses, it experiences dramatic shifts in consumer buying patterns. For example, the trans fat and the Atkins Diet crazes created tremendous, rapid shifts in buying patterns that caught many manufacturers by surprise. Knowing that the industry is fickle in this way, what can food and beverage manufacturers do to prepare for a future downturn? And what can companies in other industries learn from the F&B sector?

### Don't Wait — Prepare Now

The first and most important step is to start preparing your supply chain right now for the future. Don't wait for the downturn to happen to address these issues, because when it does happen (and it will, at some point), it will be the speed of your response that will dictate your ability to remain profitable or even survive. The challenges you could face during a downturn might be daunting without a plan. You may be forced into making decisions without supporting data and you may well be betting the company on those decisions. Expenses such as utilities, plant operations and labor are a high percentage of cost. And despite the push for lean strategies and customer-driven supply chain principles, one of the most common ways of dealing with any type of demand uncertainty in many companies today still appears to be to insure against the uncertainty by holding extra inventory across the supply chain — an expensive and increasingly unacceptable solution.

In the event of an imminent downturn, you need to know how you can best control these factors. To do that, you have to have the technology, such as a strong enterprise resource planning (ERP) application, to gather the necessary information in order to build scenarios so you will know the best way to respond.

### Have a Plan

A question that might be difficult to answer without a plan is whether to reduce shifts or reduce lines. For example, if you have multiple lines making your products, which would have a better economic impact; reducing the shifts or hours of operation, or reducing the number of lines you operate? Or perhaps you need to do a stock keeping unit (SKU) review and cut the products whose sales have dropped below acceptable levels. Building several different scenarios based on the information gathered by your ERP system, lifecycles

and known lead times could give you the answers you need to create an effective contingency plan.

You should also ensure that your entire supply chain is prepared. Think of every link in your supply chain and ask that they also prepare for any potential downturn. This means all your vendors are aware of your contingency plans and you are aware of theirs. And don't forget to ensure that your purchasing department is ready to adjust to a large fluctuation in demand as well. Traveling around the country, I've seen pallet after pallet of expensive packing material sitting around gathering dust because they are missing the current magic phrase "Zero Trans Fat."

By preparing your supply chain ahead of time for a downturn, you will have the comfort of knowing that you have prepared your company and fulfilled your fiduciary responsibilities, but there are often ancillary benefits as well.

Just reviewing each link in the supply chain and analyzing a dramatic shift may uncover problems you can solve today. For example, we recently had a customer that, after analyzing its supply chain, exposed an issue with corrugated cartons. The company had well over a 60-day supply on hand, based on its current contract. When they reviewed this, they found it would be much more cost effective to adjust the current contract and the purchasing levels, which freed up valuable warehouse space and reduced damage from extra handling.

### Embrace Technology

Technology can help you build the models you need to prepare your supply chain for a downturn. Having the necessary data available via technology will allow you to create the "what if" scenarios and to measure the potential economic effect. Technology can also provide you all the supporting data to share with all the links in your supply chain and allow you to communicate your plans. It can also help in the event you need to execute any of the scenarios you've created.

The best solutions come from the right mix of people, processes and technology. With increasing business complexity, technology is an essential part of the equation for creating various response scenarios. But, as with most business issues, when planning for a downturn, carefully assessing the requirements and challenges, focusing on people and developing the right business processes are the best first steps.

Seek out systems that meet the specific requirements of your industry and your users. With increasing business complexity, it seems natural to seek out more sophisticated tools and solutions. However, provided the tools meet the industry-specific needs, there appears to be little correlation between the sophistication of the tools and the value they provide. In fact, there are many who argue that ease of use, enhanced visibility and the

ability to rapidly do pragmatic "what-ifs" to determine the best way to respond are often more valuable than larger, more complex solutions.

### Know the Real Value of Being Prepared

So, how do you justify the expense of technology investments in an era of tight budgets? How can you afford not to? Just look at what the Atkins Diet fad did to so many companies. Can you risk not being prepared? In addition, you're not really discussing a technology investment; you're preparing your business to react quickly and with a solid plan, using the tools that technology enables. If you have made contingency plans for dramatic shifts in demand in advance, you can react quickly and execute them as soon as the signals of an imminent downturn appear.

**About the Author:** Steve Wells is the general manager for CDC Software Supply Chain. For more information about CDC Software and all of its software offerings, contact [info@cdcsoftware.com](mailto:info@cdcsoftware.com)

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Executive Recruiting • Contract Employees

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## EMPLOYMENT NEWS

### Senior Mgr Supply Chain

#### SUMMARY

This position is responsible for communicating the supply chain initiatives, as determined by Company's Consumer Products Division, to mass, food and/or drug accounts. The individual will ensure the initiatives are properly executed by coordinating the priorities and activities of the departments involved.

Location: Cranbury NJ

### Industrial Engineer, Distribution Operations

DEPARTMENT: Facilities

LOCATION: Cranbury, NJ

REPORTS TO: AVP of Distribution

COMPENSATION: \$55K - \$65K

## SUMMARY

Responsible for analyzing the entire 550,000 square foot facility to ensure that operational productivity is maximized, costs are controlled, and labor is utilized in the most efficient manner. Also responsible for "same as" duties in two additional adjunct facilities in adjacent locations.

For either of the above positions, send resume as WORD Document to [EdMarion@Academy-Associates.com](mailto:EdMarion@Academy-Associates.com)

### North Jersey Positions

**Production Planner** \$55 – \$65k  
5 electronics / electro-mech'l / aerospace planning, scheduling, material management.

**Purchasing Director** \$140 – \$160k + Bonus  
8 years mgmt at corporate level; chemical; SAP; North & Latin American suppliers

**Demand Planning** \$75 – \$85k + Bonus  
5 – 4 years consumer products with S&OP and Manugistics experience; APICS Certification.

**Operations Planner** \$70 – \$85k + Bonus  
4+ years experience in consumer products - Prefer APICS member

**Purchasing Agent** \$60 – \$80k + Bonus  
5+ years with foods, pharma; consumer products or fine chemicals manufacturing

### Central Jersey Positions

**Forecast Analyst** \$60 – \$75k + Bonus  
Solid Forecasting and Distribution Planning in hi-volume imported industrial products

**Supply Chain Analyst** \$70 – \$80k + Bonus  
3+ years Supply Chain experience in hi-volume consumer product – Prefer APICS member

**Supply Chain Manager** \$90 – \$105k + Bonus  
5 years Production Planning and/or Supply Chain experience; APICS Certification;

**Master Scheduler** to \$70k  
8+ yrs in manufacturing, assembly or fabrication experience – Prefer APICS Member

**Supply Chain Manager** \$85 – \$95k + Bonus  
5+ years planning, purchasing, inventory and distribution in hi volume manufacturing

### **NUMEROUS TEMPORARY POSITIONS AVAILABLE:**

Buyers; Planners; Project Managers; Supply Chain Analysts; Operations Management. In Bergen, Essex, Morris, Middlesex and Somerset counties.

For any of the above positions, please contact:

**Gary Pezzuti** **Summit Group**  
**973-875-3300** **garyp@nac.net**

The **West Jersey Chapter** of APICS provides as a service to its members information on new positions. If you are interested in any of these opportunities, please send your resume electronically to the indicated contacts or to Vice President Employment at [dwohl@apics-westjersey.org](mailto:dwohl@apics-westjersey.org).

To advertise a job opening, please send position overview to Vice President Employment at [dwohl@apics-westjersey.org](mailto:dwohl@apics-westjersey.org).

## **Welcome New Members!**

Frank Vogel-Polizzi	Joel Lanager
Michele Thomas	Michael Cohn
Luckner Dor	Anthony Giordano
George Sheppard	Jeffrey Rosen
Sarah Yao	Joe Campanelli
Jennifer Porter	Michael Vogt
Arianna Ferreira-Foley	Herbert Todd
Hilda Chavez	Richard Camacho

# Coming in March

## Utilizing MRP in a LEAN Environment

A full-day, highly-interactive seminar providing the means to integrate MRP and LEAN methodologies

### **About the Seminar:**

MRP is often referred to as “**The Great Enabler**” because it allows for large lot sizes, poor yields, and long lead times by planning for those allowances.

While it is true that an MRP software system does not encourage LEAN concepts, the reality is that **we can effectively implement LEAN initiatives** in such a way as to create a successful marriage of the two techniques.

In this fashion, **MRP retains its role as a planning tool while LEAN provides for the execution** on the shop floor.

### **Learning Objectives:**

- Appropriate application of the lot sizing and yield calculations
- Data validation for MRP inputs
- Flattening Bills of Material
- Repetitive Manufacturing
- Mixed-model production
- MRP as a simulation tool
- Corporate strategic decisions
- Capacity considerations

Location & Cost Details  
coming in January!

## 2008 Professional Development Meetings

January 17<sup>th</sup>

“Who owns Finished Goods Inventory?” *presented by Bill Nickle*

February 21<sup>st</sup>

Demand Forecasting *presented by Hans Levanbach*

March 20<sup>th</sup>

Utilizing MRP in a LEAN Environment *presented by Mike Ford*

April 17<sup>th</sup>

Complexities in Doing Business in China *presented by Bill Walker*

May 15<sup>th</sup>

TBD

June 19<sup>th</sup>

TBD

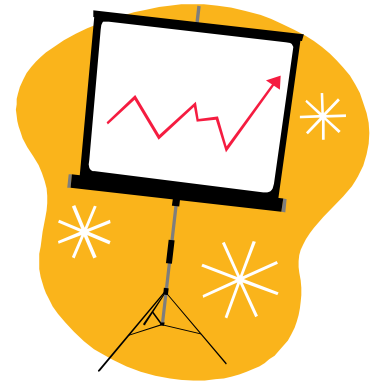


**Our Professional Development Meetings are held at the Hanover Manor in East Hanover. Check our web site for more information at [www.apics-westjersey.org](http://www.apics-westjersey.org)**

Next PDM January 17, 2008

**"Who owns Finished Goods Inventory?"**

*COME JOIN US!  
NETWORK & LEARN*



The Association for Operations Management



PLATINUM AWARD in APICS Passport  
Program