

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 – Peter DeCarolis

Volume 24, No. 10

June, 2006

APICS Professional Development Meeting Thursday June 15, 2006

Game Night: Win as Much as You Can!

5:30 – 6:15	Networking	
6:10 – 6:40	Welcome & Awards	Jane Biddle
6:40 – 7:40	Dinner	
7:40 – 9:00	Game	Bill Nickle

This interactive exercise applies game theory to demonstrate how performance measures influence behavior. Teams can choose to either be co-operative or competitive to maximize their reward. The result is an interesting blend of trust, communication, decision making, and teamwork (or not).

Facilitator

Bill Nickle is the Logistics Operations Director for Masterfoods USA with overall cost and service responsibility for transportation and warehousing for five Business Units. Bill has over 20 years experience in a wide range of Manufacturing and Logistic functions. His background includes hands-on experience as a line manager in manufacturing operations, scheduling, industrial engineering, and logistics. He has served in staff functions, reporting to senior management, with responsibility for strategic planning and business development. Bill has also done independent consulting work with a primary focus on the Pharmaceutical industry. Project work for Manufacturers and Wholesalers has included Global Supply Planning, Supply Chain Strategies, E-Commerce, Customer Service analyses, and Radio Frequency Identification pilots. Bill has spent much of his career working in industry as a business process change agent. His focus has been on understanding and defining business 'best practice' and then managing the necessary change across the organization. He has developed education programs to help facilitate change, and enjoys teaching supply chain principles. Bill has a Bachelor of Engineering Science degree from the University of Western Ontario and a Master of Engineering in Logistics degree from the Massachusetts Institute of Technology.

Register on-line at <http://www.apics-westjersey.org/Events.htm>

BOARD OF DIRECTORS MEETINGS

The Board of Directors meets at 6:00 PM on the first Thursday of each month. Please contact any board member. All are welcome to attend.

The Dispatch is sponsored by the West Jersey Chapter of APICS. If any firm wishes to sponsor our newsletter, please contact Pete DeCarolis, Editor @ (201) 488-4848 or dispatch@apics-westjersey.org

PRESIDENT'S MESSAGE

Jane Biddle, CPIM
President



Many thanks to Margie Pierce, Director Foreign Trade & Logistics, BASF for her May PDM presentation on 'Managing for Uncertainty'; it was well received and enjoyed by all that attended. We would also like to thank the New Jersey Chapter of CSCMP (formerly known as CLM) for joining us for this event.

End of Season Review

At this time last year the APICS West Jersey Board developed a strategic plan for 2005-2006 program season and I like to recap the major objectives and report progress against plan.

The Chapter's high level objectives for the 2005-2006 were:

- Goal 1. Bolster Education Program (public, private, on-demand)
- Goal 2. Maintain & Enhance Quality of Programs (PDMs, etc.)
- Goal 3. Improve Networking Opportunities
- Goal 4. Transition to New Location (from Birchwood)
- Goal 5. Initiate Student Chapter

Goal 1. In terms of bolstering the Education Program, VP Ralph Fariello has done an outstanding job moving this program forward. Terri Juszynski, Ron Dolan, and Ralph provided CPIM classes to 107 students throughout the season. In addition, Ralph has delivered private tailored private training to courses to two member companies. And, we would like to thank Don Frank for the on-demand classes that he has delivered to a third company. Thank you Team Education for your outstanding work!

Goal 2. Relative to PDMs, our goal was twofold; first, to focus on the topics that you said were most relevant, second, to recruit a mix of industry speakers, consultants, and panelists to attract attendees that are senior, mid-level and just embarking on their careers. Managing programs has been a team effort and I would like to recognize the efforts of EVP Pete DeCarolis, Registrations Hilary Anderson, badges by Sterling Biddle, and our new VP Programs Charlie Tappan. And thanks to the entire Board for ensuring that all people that attend West Jersey events feel welcome.

Goal 3. In an effort to improve your networking opportunities, the chapter has co-hosted three tri-chapter meetings (Northern and Central Jersey Chapters) as well as another three meetings with other organizations (IIE, IME, CSCMP). These joint meetings have helped to boost attendance, particularly the two executive panels. We thank our APICS and other industry colleagues for helping to make these meetings a success.

Goal 4. Due to escalating costs, we were forced to leave Birchwood after more than two decades. After a false start, APICS West Jersey has found a comfortable venue

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Prez. Msg cont'd...

with Hanover Manor in East Hanover and will continue to remain for the foreseeable future.

Goal 5. While the chapter has made some inroads to local colleges and universities, we believe that building a student chapter program will be multi-year program and that all Board members need to take a more active role. As we thank Dan Wohl for his contributions, we will ask him to assume new duties for the coming year.

In summary, consider the 2005-2006 a successful season. It would not have been possible without the commitment and hard work from the rest of the board. First, thanks much to the finance team of Treasurer Brian Witt who collects and manages the money and Nick Coco who audits our books. Gary Pezutti is not only an outstanding Secretary, but is also a trusted advisor and friend of the president, the board, and the chapter. Debbie Genader continues to do a great job managing and reporting on new members and member changes. Dawn Fletcher has also done an excellent job kicking off our company coordinator and corporate membership programs. And, to our dear webmaster Sterling who works to keep our website current. Lesley Hume, we also thank you for your contributions and regret that you will not be rejoining us next season. And, last but not least, my silent partner Pete DeCarolis who not only publishes the Dispatch each month but is an outstanding behind the scenes EVP. The chapter is fortunate to have such an outstanding team of volunteers, so please take the time to thank them each personally for their time and efforts.

Programs Update

West Jersey will be closing out the 2005-2006 PDM season with a 'bang'! Bill Nickle will be hosting an exciting game in June. Come prepared to learn first hand how performance measures drive behavior (free WJER Team T-shirts for all participants)

June 15th – Win as Much as You Can! Bill Nickle, Logistics Operations Director, MasterFoods
Next Season (2006-2007)

The WJER Board is starting to put together the chapter schedule for the 2006-2007 season. If you have recommendations regarding PDM topics or speakers, panels or panelists, plant tours or seminars, or any other thoughts about how we can better serve you, please drop me a line president@apics-westjersey.org.



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Member Spotlight



Thomas Barbone

Tom started his career with Communication Techniques Inc. (CTI) a designer and manufacturer of RF and Microwave products, in 1980 as a test technician. As the company grew so did he and advanced into a supervisory position in the manufacturing department where he was responsible for the assembly and test departments. Gradually more responsibilities were added and soon he was promoted to Production Manager. He was a key person in the detailed planning of moving Communication Techniques from East Hanover, NJ to a bigger facility and its present location in Whippany, NJ. As the company continued to grow he became involved in the materials functions of the company and eventually was promoted to Materials Manager. It was in this role where he set up some strategic alliances with key vendors to help CTI meet its customer demands. He was also part of the team who investigated and implemented the company's first MRP system. It was at this time when he first joined **APICS**.

Tom absorbed more functions and then became the Operations Manager where all of the various manufacturing and support departments were his responsibility. It was at this time when he initiated cross training programs within his organization to help manufacturing become more flexible and efficient. Eventually, the Vice President of Operations title and a staff position in the company were handed to Tom along with more difficult challenges. The company transformed itself to a cellular manufacturing arrangement and he was the mentor in the whole process. He was also instrumental in working with his team to lower inventory levels, shorten product lead times and apply LEAN manufacturing principles at CTI. It was during this time he renewed his **APICS** membership. He enjoys attending the meetings and networking with other members. *Cont'd* Tom then joined KSI corporation, a designer and manufacturer of computer timing and data products. He held the position of General Manager and stayed there until the company was sold.

Today Tom is the Supervisor of Materials Planning and Control with L-3 Space & Navigation in Budd Lake, NJ. He has a BSET from New Jersey Institute of Technology and he lives in Kenilworth NJ with his wife and two children. Over the years he has volunteered his time as a coach in baseball, soccer and basketball.



“Frank Talk”

Musings from the wizard - Don Frank, CFPIM,
CIRM - D. N. Frank Associates

This is a reprint of the first **Frank Talk** published in the West Jersey newsletter circa February 1995:

We APICS people tend to get wrapped up in high-level, long-term projects that are going to change the entire culture of our companies. However, we need to take a step back now and then to look at some of the basics of our business and some incremental improvements. Specifically, we should look at improvements that do not involve large capital investments and, frankly, the use of outside resources.

Most companies have, hopefully, achieved 95% inventory on-hand balance accuracy and think the job completed. However, achieving that goal does not address the issue: is this the right inventory? If you think that 95% inventory on-hand balance accuracy is enough, ask yourself these two questions: Would you accept this level of accuracy from your bank in your personal checking account statement? Are your competitors using better inventory management practice to price your company out of the market?

High levels of on-hand balance accuracy should be viewed not as an end of the task but as the start of the journey to inventory excellence. The process should be continued until there are no on-hand balance errors that cannot be explained and eliminated. At the same time we should be looking at the quality of that inventory.

Here are two additions to the current criteria for measuring on-hand balance quality errors:

Any inventory that is not in direct support of the master schedule constitutes a quality error.

Any inventory for which there are no requirements within the stated lead time should be considered a quality error; unless there is a valid reason, such as realistic lot sizing, safety stock, lifetime buy, etc.

World class companies are those that look for every opportunity to increase their competitive edge. Quality inventory management is a good starting point. You cannot get there unless you measure its quality.

Frankly, I'm amazed at the fact that with all the technological and Society changes that occurred since 1995, these basic concepts have remained as major drivers of our journey to manufacturing excellence.

Change does not necessarily assure progress, but progress implacably requires change. Education is essential to change, for education creates both new wants and the ability to satisfy them.

Henry Steele Commager

MEMBERSHIP NEWS

WELCOME NEW MEMBERS

Adrienne O'Ferrall
Alexis Omlor

Baiju Krishnan

"APICSVERSARIES"

Celebrating our June and July member
anniversaries

George Thieling 27yrs
Karen Maurath 24yrs
Donald Jablonski 23yrs
23yrs

Gary Pezzuti 25yrs
Jane Biddle 23yrs
Ronald Lamastro
23yrs

15 to 25 Years

Joseph Lynch 17yrs
15yrs
Edward DuBeau 16yrs
16yrs

John Pfefferkorn
Leonard Kamenetsky

10 to 15 Years

Ronald Dolan 13yrs
13yrs
Carol Chobot 10yrs
Donald Nickle 11yrs

Sunar Subramaniam
Ralph Fariello 11yrs

5 to 15 Years

Steve Trozinski 9yrs
Nathan Little 5yrs
Scott Laux 9yrs
Eric Anderson 8yrs

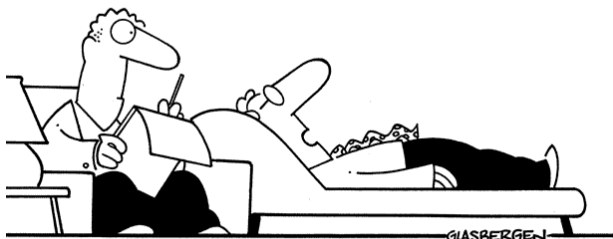
Benjamin Lowe 6yrs
Greg Parker 5yrs
Richard Duffau 8yrs

Up to 5 Years

Justin Datesman 4yrs
2yrs
Kenneth Spirko 2yrs
Scott Jones 1yr
Natalie Armstrong 3yrs
Anju Sinha 2yrs
Pamela Klackowski 1yr
Lisa Brosnan 1yr
Briana DelBene 1yr
1yr
Mark McNight 1yr

Humberto Rodriquez
Cathy Klieven 2yrs
Subbarao Tholeti 1yr
John Dillon 2yrs
Marcie Press 1yr
Thomas Schmidt 1yr
Ryan Van Why 1yr
Sharon DesJardins

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"My boss sent me to a mind mapping workshop
and now I can't refold my brain!"

EDUCATION UPDATE

One (1) summer class is scheduled.

Master Planning of Resources will begin June 5, 2006.
The course will run each Monday continuing for 8 sessions with
scheduled completion on July 31.
Ralph Fariello will be your instructor at Tiffany & Co. in
Parsippany.

Register on line at <http://www.apics-westjersey.org/Coursereg.html>

Please visit our website at www.apics-westjersey.org for more
detailed information.

Congratulations to the following chapter members on passing of
the Certified Supply Chain Professional (CSCP) exam in March
of this year.

Ronald Dolan
William Dugan
Ralph Fariello
Alan Milliken
William Walker

More than 500 designees worldwide have accomplished this
certification. Hoorah to all.

APICS Webinars

The convenience and flexibility of APICS Webinars enable
organizations to educate a large number of employees at once,
reduce travel expenses, and maintain consistent levels of
productivity by eliminating time out of the office. Each 60-minute
APICS Webinar features an educational discussion, case studies,
and a Q&A session. All you need to participate is an Internet
connection and a telephone. As an added benefit, registrants of
each APICS Webinar receive a CD-ROM of the presentation after
the event.

Upcoming Webinars

Title: Improve Accounting with Activity-Based Costing

Date: June 21, 2006, at 2:00 p.m. ET

Presenter: Curtis Walker

Register Today at www.apics.org

Title: Multiple Regression Forecasting

Date: July 19, 2006, at 2:00 p.m. ET

Presenter: Robert A. Krueger, CPIM

Register Today at www.apics.org

APICS Webinars On-Demand

Each APICS Webinar is recorded and available for unlimited on-
demand viewing. A 30-day subscription costs only \$99 for APICS
members and \$139 for nonmembers. Visit <http://apics.webex.com>
and select Recorded Events on the left navigation bar to view an
archived APICS Webinar.

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APICS members can access a selection of recorded APICS
Webinars at no charge. Take advantage of one of your key
member benefits by visiting the Free APICS Webinars On-
Demand section today.

CAREER CORNER

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 Vice President Employment at employment@apics-westjersey.org. To advertise a job opening, please send position overview to Vice President Employment at employment@apics-westjersey.org.

These are the latest posted positions available.

West Jersey Chapter

Posted May 16, 2006

Sr. Contracting Agent Jersey City, NJ

Posted May 22, 2006

Buyer Bucks County, PA

Check our web site for more detailed descriptions.
www.apics-westjersey.org/careers

Central Jersey Chapter

Contact Thomas Raimondi, Director of Employment or on these and other open positions:

E0435 Demand Planner Morris County
E0437 Project Managers (2) Morris County
E0438 Forecast Analyst Parsippany
E0446 Planning Manager New Jersey
E0453 Manager, Master Production Schedule Central Jersey
E0461 Strategic Sourcing Manager (2) Location: CT
E0462 Logistics Manager Middlesex County
E0463 Transportation Analyst/Sourcing Spec Greater Buffalo, NY
E0464 Inventory Control Analyst - Central Jersey
E0465 Materials Manager
E0466 Demand Planner Morris Cty
E0467 Demand Analyst Bergen Cty
E0468 Demand Planner Morris Cty
E0469 Materials Planner Morris Cty
E0470 Production Planner Middlesex Cty
E0471 Supervisor, Material Planning & Control North Jersey
E0472 Senior Forecast Analyst North Jersey
E0473 Project Managers (2) North Jersey
E0474 Demand & Supply Analyst Bergen Cty
E0475 Inventory Analyst North Jersey
E0476 Strategic Sourcing Specialist

Northern New Jersey Chapter

Contact Donna Gioffre, Employment Chairperson for more info.

Or check the web at www.apicsnonj.org.

Material Planner Little Ferry, NJ

Check out the Career Tools section of the APICS National web site for some useful tips and ideas. Go to www.apics.org enter your user name & password then click on Resources – Career Center – Career Development Tools.Good hunting.

Nothing succeeds like the appearance of success.

Christopher Lasch

4 Internet Job Search Mistakes to Avoid

The Internet is easily the world's most powerful employment tool. With the Web, you can access millions of job openings on thousands of sites. With email, you can quickly contact employers and ask for interviews.

Yet, if used incorrectly, the Internet can actually prevent you from being as productive as possible in your search for work.

How? Why?

Here are four mistakes that commonly befall job seekers using the Internet. Avoid them, and get hired faster.

Don't Email Your Resume Wrong

I've written before on how to create a text version of your resume for emailing to employers. Because not everybody has Word or WordPerfect, the only way to be sure employers can read your resume is to email them a version in plain old ASCII text.

Make sure the resume you email looks good upon arrival, with no funny line breaks or garbage in the text. How? Use yourself and at least two friends as guinea pigs.

It's easy. Practice formatting and emailing your resume to yourself and others. Open the email. How does your resume look? Good? Good. Garbage? Reformat and repeat until your resume goes through cleanly every time.

Don't Forget The Email Cover Letter

When emailing your resume to employers, don't dash off email cover letter as an afterthought or, worse, fail to include one. Treat email as you would postal mail -- always email a solid cover letter with your resume.

Your cover letter has many functions. Chief among them are telling the reader what job you're applying for, where you learned of the job, and your specific qualifications for doing it.

And don't get sloppy with tone or punctuation in email cover letters. You're not banging out an instant text message to buddies. You're writing a letter to the person you want to work for. There's a difference.

Don't Be Passive

It's easy to sit back and wait for postings to appear on the big job sites. But if you confine yourself to this passive technique, you're missing out.

That's because most jobs are filled by employers before they're ever advertised online or in the newspaper. By some accounts, this figure is as high as 80%. So it pays to be proactive -- use the Internet to get into the heads of hiring managers before they pay for a job posting online.

An easy way to do this is to use a networking Web site, such as Linkedin.com or Ryze.com. At Linkedin.com, for example, you can search profiles of 1,214,000 registered users (as of this writing) to find people who went to your school, have the same hobbies, live near you, etc. You can also find out where these people work -- and this is critical.

Because, once you find and contact someone who shares an affinity with you, and works in the company or industry you want to work in, you can make valuable connections that lead to interviews and job offers.

Tip: never approach networking as a one-way street. You become road-kill and get ignored that way. Instead, give back to the people you meet,

Continued next page...

Internet Job...

online or off, before expecting them to favor you with job leads. You must prime the pump before you get anything out.

Don't Forget Who Really Hires

Throughout history, there is no record of any person ever being hired by a computer. It's people who hire people. Yet, some folks spend days or weeks searching for jobs online without ever meeting a hiring authority face to face.

This is a mistake that happens when you confuse process with results.

Using the Internet to find a job is a process. The results you want are a job. At some point, you have to get off the Internet, get off your duff, and go shake hands with live humans. Never lose sight of this.

That's what it all boils down to, doesn't it? To get hired, you have to meet and impress a living, breathing employer.

Go do it!

-Kevin Donlin

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For more information, click here: www.kickstartcart.com



Strategy deployment: linking lean to business strategy *Reprinted from the Society of Manufacturing Engineers newsletter*

Strategy deployment, also called hoshin kanri, hoshin planning, or policy deployment, is a process that ties senior leadership and business strategy to enterprise-wide business-improvement practices. It is an annual planning process that develops enterprise-wide improvement plans, and includes a monthly review process.

Toyota's approach to measurement is simple. Other than measures relating to totally new products or services, Toyota's metrics cover all aspects of improvement -- and impact all the key lines on income statements and balance sheets -- while focusing on only four key metric areas: human development (HD), quality, cycle time, and cost/productivity.

The foundation for success is the skill and motivation of the human resources of any organization. In a manufacturing operation, the HD measurements might include safety performance. For any organization on a lean path, HD measurements would include measuring the breadth and depth of week-long improvement events, for example.

The quality metric is driven by customer-based measures -- customer quality issues and customer loyalty measures. The cycle-time metric is built around how *Cont'd this page...*

Strategy cont'd...

long it takes to provide enterprise-wide capability to customers -- end-to-end cycle-time improvement.

And the cost metric is primarily focused on productivity improvement. The assumption about cost is that the organization should first be focused on improving its own value-added cost (total cost less outside purchased material), over 90% of which is driven by how many people it takes to deliver value to customers. The best way to start a lean transformation journey is to conduct an enterprise value stream assessment (EVSA) with senior leadership. It looks at the total enterprise from a customer view, and begins to focus on improvement opportunities. Metrics are identified in the total enterprise value stream, and issues that involve human development, quality performance, lead times/response times, and costs are identified.

At this level, the linkage between the lean transformation effort and corporate strategy begins to form. The strategy deployment process is led by senior leadership and has two basic components. The first is an annual planning process. The annual planning process would outline what value streams would need to be improved during the next 12 months, what pace of improvement effort would be required to get the work done, and what human-resources support would be appropriate to achieve this objective. This is what the originators called a "catch ball" process, where the goals are "deployed down" from corporate strategy, and the actual work plans to achieve them are developed at the level of the value-adding work. Then there is some adjusting to ensure the plan is achievable with the resources committed. The annual plan would also include evaluation of the lean maturity of the organization, and evaluation of the tasks that must be completed to take this stage of maturation to the next level as part of the longer-term transformation process.

The second component is a monthly strategy deployment meeting, intended to have its focus on improvement. Meeting time is spent reviewing progress against the overall improvement plans.

"Did we achieve the monthly increment of improvement on each of the metrics, if not, what is our corrective action? If we did achieve our goal, what did we learn that we can share with the rest of the organization to accelerate the learning curve on lean improvement?"

Then the second task is to look at the current month. "Based upon the improvement efforts this month, do we expect to achieve each of our improvement targets? If not, what must we do to do so?" Although this does not sound like breakthrough stuff -- it actually is. The meeting brings all leadership together to focus on improvement, pulling time away from "maintenance" and putting that leadership time into "improvement" and "learning" that will build the firm's future.

There is a tremendous discipline that comes from setting improvement targets on the four metrics, and striving to meet them every month. The knowledge that improvement is expected pushes everyone to seek ways to increase focus on improvement tasks, increase use of new lean tools to get to the next level of performance, and share learning about what is working and what is not.

One of the most difficult aspects of a lean transformation for leadership is that, at any point in time, it is impossible to paint an accurate picture of what the organization will look like in a year with another year of lean learning and lean improvement under its belt.

Continued next page...

Strategy... (After all, no one in the organization has been "there" before -- you must create your own future state.) One thing that helps leadership achieve the future state is the push provided by the challenge of meeting the annual improvement goals.

If all of this sounds like a lot of work -- it is! But it will also typically drive a firm to the top of its industry in a few years. The payback is well worth the work.

About the author: George Koenigsaecker is president of Lean Investments, LLC, a private equity organization with an emphasis on manufacturing. Koenigsaecker is known for having led the lean conversion of the HON Company, tripling its volume. Earlier he was president of the Jacobs Vehicle Equipment Co., featured in the book "Lean Thinking" by Womack and Jones.



New Directions in Project Management

- PMI RESEARCH CONFERENCE 2006
16-19 July 2006
Centre Mont-Royal, Montreal, Canada

Where does an idea come from? In the project management research community, a multitude of ideas come from the PMI Research Conference. Held every two years, the PMI Research Conference brings together world-class experts in project management, including researchers, academics, practitioners and consultants.

This year, PMI invites you to Centre Mont-Royal in Montreal, Quebec, Canada (16-19 July) to take your research work to "New Directions in Project Management," the theme of PMI Research Conference 2006.

Share and analyze powerful new research and information that can result in growth and change in the project management profession. Gain insights from distinguished speakers such as Robert G. Cooper, PhD, of McMaster University, mega-projects expert Bent Flyvbjerg, PhD, and distinguished author Hans J. Thamhain, PhD. Sixty reviewed papers will be presented in seven topic areas by 15 invited and 42 proffered speakers. Attend PMI Research Conference 2006 and be a part of the evolution of project management.

All sessions conducted in English.

Great ideas often receive violent opposition from mediocre minds. *Albert Einstein*

The Asset Management Benchmark Report: Moving Toward Zero Downtime

External market forces, Lean manufacturing strategies, and ever lower tolerances for late deliveries are putting pressure on manufacturers to ensure that facilities and equipment are not only available, but also operating at peak performance. By taking a holistic approach to asset management, best-in-class companies are better able to optimize the performance of their plants and equipment, thus avoiding unplanned downtime and unneeded maintenance. Comprehensive asset management programs require the simultaneous pursuit of multiple maintenance management programs to not only improve daily performance, but also to ensure the ongoing health and longevity of mission critical equipment. In addition to looking for opportunities to optimize investments in existing assets, best-in-class companies are also pursuing strategies to improve the ROI delivered by existing computer systems, including CMMS (computerized maintenance management systems), EAM (enterprise asset management), PDM (product data management), and document management systems. One strategy that is being pursued by one third of better performing companies involves rationalizing data across all asset-related systems and databases both by improving interoperability and building data models to unify operational data. Forward thinking companies are also leveraging information contained in these existing systems to empower their decision makers 55% more frequently with web-based performance analytic tools than their poorer performing competitors.

http://www.aberdeen.com/summary/report/benchmark/RA_AssetMgmt_MOH_2852.asp

Men give me credit for some genius. All the genius I have lies in this; when I have a subject in hand, I study it profoundly. Day and night it is before me. My mind becomes pervaded with it. Then the effort that I have made is what people are pleased to call the fruit of genius. It is the fruit of labor and thought.

Alexander Hamilton



"We're looking for people who can help make this company profitable again. I'll read your resumé for \$500."



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The Association for Operations Management



PLATINUM AWARD in APICS Passport program.

Next PDM June 15, 2006

**GAME NIGHT:
WIN AS MUCH AS YOU CAN**

**FACILITATED BY BILL NICKLE
LOGISTICS OPERATIONS DIRECTOR
MASTERFOODS USA**