



Program:

Value Stream Mapping for Make-to-Order Environments



Value stream mapping is a powerful tool used to create a roadmap for lean implementation or continuous improvement. Whether for a manufacturing operation or an engineering process, value stream maps help companies to see the flow of material and information and to identify waste in these processes. By identifying the improvements needed to attain the future state a road map for implementation is created. However, difficulties can arise when using this tool in a Make-to-Order or Job Shop environment. Identifying takt time, creating continuous flow or establishing a pull supermarket are not straight forward solutions when there is high product mix, long cycle times and constant changes from the customer. Using the value stream mapping methodology in these situations can lead to frustration and confusion.

In reality, this type of business model is where the value stream mapping tool can have some of the greatest impact. This presentation will discuss how to make effective use of value stream mapping in the make to order environment. The methods for identifying waste, developing solutions and creating a plan for improved flow will be reviewed.

Speaker: Philip J. Celotto

Philip Celotto has over 24 years of manufacturing and engineering experience. Prior to joining Insyte Consulting, he worked in the areas of product development, project management and production management. He has experience in operations, quality and manufacturing planning. Mr. Celotto works with regional small and medium size companies to implement lean manufacturing, improve productivity, develop and implement quality systems and develop strategic plans. Phil is a Lean Bronze Certified Practitioner through SME, AME and the Shingo Prize, a certified Professional Business Advisor through MEP University, a certified trainer in lean manufacturing initiatives and is certified as an ISO 9000 Provisional Lead Auditor and an ISO:TS16979 Provisional Lead Auditor.

Next PDM

**Wednesday,
October 19, 2011**

**Salvatore's Italian
Gardens**

6461 Transit Road
Depew 14043

**5:30-6:00 pm...Registration,
Cash Bar & Networking**
6:00-7:00 pm....Dinner
7:00-8:00 pm....Program

Cost:

\$25.00 Members & Guests
\$15.00 Full Time Students

Menu: (Choose your entree)

- 1) Medallions of Pork
or
- 2) Stuffed Flounder
Minestrone Soup
Fresh Garden Salad
Fresh Mixed Vegetables
Apple Cobbler

Reserve Early...

For reservations, log on to
www.apics-buffalo.com or
call APICS at PPM OffiCenter,
(716) 648-0972 or
Fax (716) 646-1599

Reservations **with meal choice**
requested* by

Monday, October 17th

* If you find that you can attend after
this date, please give us a call.
**Same-day cancellations or
no-shows will be invoiced.**



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Greetings All!

The APICS National Conference will be held in Pittsburgh, Pennsylvania and I am happy to see that the Buffalo Chapter will be well represented with a number of members planning to attend. The focus for this year's conference is Achieving Sustainable Productivity; Meeting Customer Demand in an Unpredictable World and it promises to be a great event. Keynote speakers will be former Chief Executive Officer of Starbucks Jim Donald, and Legendary Pittsburgh Steeler Rocky Bleier.

These conferences are a great way to recharge your own batteries, meet with other professionals in our field, and to discuss common problems and solutions. If you are not going this year, I encourage you to make plans to attend next year. It's a great opportunity to begin "Leading the Way to Supply Chain Excellence."

Our next APICS Buffalo Professional Development Meeting will be held on Wednesday, October 19 and will be another interesting and informative evening. Our speaker will be Philip J. Celotto and the topic will be Value Stream Mapping for Make-to-Order Environments. See the meeting notice on page 1 for more information.

I hope that you plan to take advantage of the many benefits provided by your local APICS Buffalo Chapter this year; below is our **schedule of events for the 2011-2012 season**, so mark your calendars now.

- Wed., November 16, 2011 Raising Lean's Strategic Profile
Richard Schonberger (Author and Speaker)
- Wed., December 7, 2011 Holiday Networking Party
- Wed., January 25, 2012 Student Career Roundtables
- Wed., February 15, 2012 TBD
- Wed., March 28, 2012 Top Management Night
Joe Barto (Speaker)
- Thurs., March 29, 2012 Leadership Workshop w/ Joe Barto
- Wed., April 18, 2012 TBD
- Wed., May 16, 2012 Plant Tour (Location TBD)

Best Regards,

Joost Vles, CPIM, CSCP
 President - APICS Buffalo Chapter

What's Keeping You Awake?

The other day on the radio I heard these lyrics from the Shinedown song, If You Only Knew "It's 4:03 and I can't sleep... I toss and turn like the sea." I thought, "Yeah, why is it always 4AM that I wake up when I'm worried about something?" The singer of this top 10 pop rock song was troubled by a woman. What's keeping you awake?

Most of us, at one time or another, have spent sleepless hours in bed worrying about something. Then making it worse, you're tired the whole next day.

Over the years, I've ruminated over all sorts of things. Big issues I have little or no control over like politics, the environment, terrorism, and the economy. Personal issues that I need to affect such as my business, my family, and my relationships. I have even worried over my volunteer work. Churning the same thoughts over and over again.

Some of us worry about the past - what could've been if only we had done something differently. Others worry about some future problem that hasn't even occurred yet.

Worry feels like motivation because it is rooted in the desire to fix a situation, but it is actually a de-motivator. It robs us of valuable energy we need to live a productive life. I love this modern update to an old proverb: "Worry is a brisk ride on a rocking horse; you burn a lot of energy, but you don't get anywhere." It is an amusing proverb that creates an accurate metaphor, but it does not offer us an answer on how to deal with worry.

For a simple solution on countering worry, I've always enjoyed the lyrics of this Irving Berlin song from the movie White Christmas: "When I'm worried and I can't sleep, I count my blessings instead of sheep; and I fall asleep, counting my blessings." Although, I must admit that I didn't really hear these sage words or make use of them for years.

When I finally did; I found that it really works. Sometimes we have to start with the basics, and remind ourselves of all that we do have and all that is going smoothly in our lives in order to put the troubling matter into perspective: "I have a roof over my head, I have my health, I have food in the house, I have a car, I have friends, etc."

I recently revisited Dale Carnegie's book, How to Stop Worrying and Start Living. It was written during the Great Depression and World War II. A period of time when most people had plenty to stress over. The advice still holds up today.

The trick is to divert your pensive energy into practical projects. Carnegie suggests that we focus on doing our best one day at a time and the future will take care of itself. In other words, keep busy! Get so caught up in your work that you have no time to ponder all the "What ifs" that have been running like a broken record in your mind.

He also suggests that you ask yourself, "What is the worst that could happen?" Then he says to either accept that or seek



out the answers you need to fix it. If you choose the later, you must collect all the facts, analyze them, make a decision, then act on it.

I think his best suggestion is to spend your time helping others. When you focus on what you can do for others, you cannot at the same time focus on yourself. Or in the words of one unknown author, "When you dig another out of their troubles, you find a place to bury your own."

Eventually you can utter the immortal words of Alfred E. Neuman, "What, me worry?"

Robert Evans Wilson, Jr. is a motivational speaker and humorist. He works with companies that want to be more competitive and with people who want to think like innovators. For more information on Robert's programs please visit www.jumpstartyourmeeting.com.

Program Evaluation



PDM - September 21, 2011

@ Salvatore's Italian Gardens

"Modeling and Benchmarking Supply Chain Leadership"

1=poor; 2=below avg; 3=avg; 4=above avg; 5=excellent

- 1) Speaker clear & easily understood: 4.4
- 2) The material content was clear & understandable: 4.6
- 3) The program topic was interesting & informative: 4.2
- 4) The questions/answers were direct & to the point: 3.4
- 5) The speaker was knowledgeable: 4.5
- 6) Food & facilities satisfactory: 93% yes, 7% no.
- 7) Do you like this format for an APICS meeting?:
100% yes, 0% no

53 % of those answering the evaluation were APICS members.

Request for Topics:

- ♦ Contemporary issue in Supply Chain
- ♦ International topics.
- ♦ Pick, pack and ship best practices.
- ♦ Order fulfillment.



This newsletter is published monthly by the APICS Organization, Buffalo Chapter 21, whose membership totals approximately 250 professionals, educators and students in the Western New York area involved in the Production and Inventory Management Field (P&IM) and resource management. APICS is over 50 years old and provides its members opportunities to attain job skills and knowledge that will set them apart from others through seminars, workshops, conferences, exhibitions and meetings. APICS and the Board of Regents of the University of the State of New York have made it possible for you to earn college credit for passing APICS' CPIM and CIRM examinations.

APICS Education Schedule



“Leading the way to Supply Chain Excellence”

Education Schedule - 2011-2012 (Open Enrollment)

Course	Start	Length	Location	Cost
CPIM Detailed Schedule & Planning	Oct 4 '11	10 wks	Moog	\$600
CPIM Execution & Control of Operation	Jan 2012	10 wks	Moog	\$600
CSCP Certified Sply Chain Prof.	Jan. 2012	13 wks	TBD	\$1100

Additional Programs Available:

Lean Enterprise Workshop (certificate)		10 wks	TBD	\$895
Customer-Focused Supply Chain Management		7 hour	TBD	

The CPIM Certification is broken into 5 separate modules:

Course	Start	
o Basics of Supply Chain Management	September 2011	In process
o Master Planning of Resources	September 2011	In process
o Detailed Schedule & Planning	October 2011	
o Execution & Control of Operations	January 2012	
o Strategic Management of Resources	April 2012	

These are instructor lead courses, meeting once per week for approximately 10 weeks; the courses are designed to prepare an individual to take the CPIM exam for the specific module. The cost of the instructor lead program is \$600 per module, this includes the course book.

The **exam** registration is **not included**; you must register separately through the on-line APICS International site "<http://www.apics.org>" official APICS test center at a cost of \$145 per exam for members and \$175 for non-members.

The CSCP (Certified Supply Chain Professional) entire program is 13 weeks at a cost of \$1100. Comprised of 4 Modules:

- o Supply Chain Management Fundamentals
- o Building Competitive Operations, Planning, and Logistics
- o Managing Customer and Supplier Relationships
- o Using Information Technology to Enable Supply Chain Management

APICS is currently looking for companies to host the certification programs.

If you are interested please contact me at carol.goewey@parker.com, or call 716-686-6432.

If you're interested in any of the programs **sign up** and reserve your place, contact me at carol.goewey@parker.com, or call 716-686-6432, or log onto <http://www.apics-buffalo.com>.

Carol Goewey

Director Education, APICS - Buffalo Chapter
carol.goewey@parker.com 716-686-6432.



JOB OPPORTUNITIES



The APICS Placement Director reports that the following job opportunities are available locally. Please visit our web site for more information.

- Global Supply Chain Manager.....posted 8/17
- Program Manager....posted 9/30
- Materials Manager...posted 9/27
- Purchasing Agent.....posted 9/8

If your company would like to advertise an opening, please contact Tom Ryan at (716) 876-9855 x3193 or tom.ryan@caplugs.com for more information.



Buffalo Chapter

Mission Statement:

To be the number one resource for Operations and Supply Chain Management education in WNY.

Vision Statement:

To develop leaders and inspire individuals and organizations to pursue excellence through lifelong learning and career advancement in the field of Operations and Supply Chain Management.