

"The Theory of Constraints' New 'Viable Vision' Approach"

Our subject this month will be on the Theory of Constraints or "TOC". You may recognize TOC from the best selling book, "The Goal" by Dr. Eliyahu Goldratt.

You may know that operational components of TOC have great success in removing manufacturing bottlenecks, reducing inventory, and dramatically increasing sales.

What you may not know is that TOC can be used to "take your current top-line sales revenue number to become your bottom-line net profit number in less than four years." This approach is currently being popularized around the globe with the term "Viable Vision."

Michael Demere from Nashville, Tennessee, will speak on recent developments in these areas and explore if it is truly possible for any company to grow at such an accelerated pace during a Viable Vision initiative.

During the meeting, we will explore the question "is it possible to have a breakthrough solution?" As an APICS member, the reason we pursue continuous improvement initiatives is we know that our companies have potential much greater than our current results. At the same time, everyone has had the experience of starting an improvement initiative, only to have the program "killed" because it did not produce the bottom-line results we intended and need. During the meeting we will understand the difference between addressing a localized problem and a true holistic improvement. If we can truly improve our overall business, can it be realistically possible to have dramatic growth in our incredibly competitive markets? Is there a way we can have a decisive competitive edge and build the capabilities to support it? We will examine these questions in our Chapter Meeting next Wednesday, January 17.

About the Speaker: Michael Demere

Michael has extensive experience applying business improvement approaches, primarily centered on the Theory of Constraints (TOC) across a variety of service, distribution, and manufacturing companies. He has on-site exposure to more than 110 manufacturing plants and distribution centers. He has held company positions in accounting, purchasing, distribution, sales, manufacturing operations, and technology.

His qualifications include The Jonah Course® from The Avraham Y. Goldratt Institute and he is recognized by Goldratt Schools as a "TOC Application Expert" in Operations and Distribution Management. He is certified by the Theory of Constraints International Certification Organization (TOC-ICO) in the TOC Thinking Processes, Distribution Management, and Finance and Measures. He serves on the Education Committee for TOC-ICO.



Next PDM...

**Wednesday,
January 17, 2007**

Salvatore's Italian Gardens
6461 Transit Rd. @ Genesee
Depew, NY 14043

**5:30-6:00 p.m.....Registration &
Cash Bar**

**6:00 p.m.....Buffet Dinner &
Program**

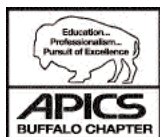
**Members & Guests- \$25.00
with advance reservation;
\$30.00 walk-in.
Students -\$15.00**

**Please try to reserve
by Friday, January 12th.**

Log on to
www.apics-buffalo.com or
call APICS at PPM Business
Office, (716) 648-0972 or
Fax (716) 646-1599

* If you find that you can attend after the "deadline," please give us a call. Likewise, if you make a reservation and cannot attend, please cancel.

This meeting could be the first session of a WNY "TOC Forum-Making TOC the Main Way." It will be open to all APICS members and sponsored by Accellent, Moog, and Enidine. Stay tuned for more information as plans progress.



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President's Message

**APICS Members:**

This month's message is a continuation of our Appeal For Assistance; and unfortunately, an announcement that as of 1/1/07 I have stepped down from the Chapter President's duties/workload.

During our Board of Director's Strategic Plan review it became apparent that unless additional membership help comes forth, the workload requirements of continuing as a Platinum Chapter most likely exceed our current capabilities. If we expect to continue as one of Society's best-managed Platinum level chapters, additional Board participation is required. If this assistance is not forthcoming, the scope of our Chapter's many program offerings will be reduced.

Also, after nearly two years of Chapter leadership, for a variety of personal reasons, I have concluded that it is time to acknowledge that others are in a better position to handle the president's workload. I have "stepped down" and have taken a lesser Board role. This will allow me the time to focus solely on improving our Chapter participation and educational programs.

If you are concerned about who will fill the Presidency void, our Chapter's Secretary, MaryAnn Gardner CPIM has graciously accepted the By-law requirement. Additional support will come from Jeff Ball and John Blest, a very experienced Society member who responded to our December Appeal for Assistance.

This leads to the basic question of what you can do. Very simply, the Chapter needs more members to help complete or implement the tasks identified in the Chapter's Strategic Plan. (see January's Newsletter for a summary copy of the Strategic Plan). The Strategic Plan is integral to maintaining C-Bar and the Buffalo Chapter's Platinum status. Within the next month, to help you better understand the areas requiring help more specifically, the Board will send all members a letter along with a "hit list" of the short term and long term tasks. We ask that you review this correspondence carefully and once you have identified areas or tasks you might be able to assist the chapter on, contact the board members who will be listed in that mailing.

The Board appreciates your attention to this matter and thank you in advance for your cooperation. We understand all the members are interested in the continued success of the APICS-Buffalo Chapter.

Thank you for the opportunity to serve as your President; it has been extremely rewarding.

Wayne Forrest

This newsletter is published monthly by the APICS Organization, Buffalo Chapter 21, whose membership totals over 300 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.



\$1,000 Scholarship Money Available for APICS Members and Family



This year APICS-Buffalo will be awarding \$1,000 in scholarships for eligible members and their families. Two scholarships valued at \$500 each will be awarded to qualified applicants enrolled in a Fall 2007 degree program.

- ◆ One scholarship worth \$500 is open to registered members enrolled in a full-time or part-time Undergraduate or Graduate degree program.
- ◆ One scholarship worth \$500 is open to a registered member's immediate family (spouse, daughter, son, step-son, step-daughter), enrolled in a full-time Undergraduate or Graduate degree program.

The APICS Buffalo Scholarship committee will select successful recipients solely on the basis of information provided with the application such as scholastic ability, community activities, career plans and essay. The committee will not have access to the names of the applicants.

Applications must be sent to arrive by mail or courier postmarked no later than April 30, 2007. Winners will be notified in writing on or before June 30, 2007.

Applications and additional important details regarding the program and eligibility can be found on the Chapter website at

www.apics-buffalo.com

If you are experiencing any difficulty accessing the website, please call (716) 648-0972.

Rick Haniszewski,
Scholarship Committee

Calendar of Events



Wednesday, January 17, 2007

PDM

**Speaker: Michael Demere,
Global Impact Ventures LLC**

discussing The Theory of Constraints' new approach to take your current top-line sales revenue number to become your bottom-line net profit number in less than 4 years called "Viable Vision." Plenty to take back to your company. This could be the kick-off meeting for the TOC Forum available for several more meetings of direct target TOC concepts.

Salvatore's Italian Gardens, Genesee at Transit

\$25 Members & Guests; \$30 Walk-Ins

\$15 Students



Wednesday, February 7, 2007

PDM- BNP Alliance Meeting - joint with APICS, NAPM, BNHRA & InfoTech

"Aligning Organizational Goals with Performance Measurements"

Panel Speakers: Gerry Murak, Murak & Associates; Mike Druding, Greatbatch Inc.; Jack McGowan, Insyte Consulting; Barb Babji, Opportunities Inc.

Sonoma Grille, 5010 Main Street, Snyder 14226

5:30 p.m. Registration

6:15 p.m. Dinner

7:15 p.m. Panel Discussion

Members: \$25.00 reserved in advance

or \$30.00 "walk-in" at the door

Non-Members: \$50.00

Full-Time Students: \$15.00

Meal Choices with reservations please:

Prime Rib, Chicken Kiev or Orange Roughy

www.apics-buffalo.com

or (716) 648-0972

ANNOUNCING...TOP MANAGEMENT NIGHT 2007

TUESDAY, MARCH 20, 2007

SALVATORE'S ITALIAN GARDENS

MARK YOUR CALENDARS NOW!

APICS Buffalo 2007 Educational Opportunities (revised)



OPEN CLASSES HELD AT UB:

CLASS	START	LENGTH	COSTS
Basics of Supply Chain Management	1/23/07	11 weeks	\$475 member, \$500 non-member
Detailed Scheduling & Planning	1/23/07	10 weeks	\$425 member, \$450 non-member
Lean Manufacturing	1/24/07	10 weeks	\$500 member, \$550 non-member
Inventory Management	4/10/07	11 weeks	\$500 member, \$550 non-member
Supply Chain Management	4/10/07	10 weeks	\$500 member, \$550 non-member
Basics of Supply Chain Management	9/18/07	11 weeks	\$500 member, \$550 non-member
Master Planning of Resources	9/18/06	10 weeks	\$425 member, \$450 non-member



Education Report

CERTIFICATION REVIEW TUTORIALS

A new service is now being offered by the Buffalo APICS Chapter. If we are unable to hold a Certification Review class in the area that you need, we can still help you prepare for the certification test. We will hold Certification Review Tutorials for up to three students in each of the CPIM areas subject to instructor availability. Days and times are to be determined. Cost will be \$450 for members and \$500 for non-members. These would start in January and October if any interest is shown. Please contact Ed George at 876-3837 or email at egeorge43@yahoo.com.

DEDICATED CLASSES AT YOUR FACILITY

We offer all CPIM Certification Review courses taught in a dedicated class at your facility. Other APICS developed classes and specifically tailored classes, in the Operations Management field, can also be presented at your facility. Timing and cost are negotiable depending on instructor availability and length of class. Please contact Ed George at 876-3837 or email at egeorge43@yahoo.com.

Testimonial

"The education provided by the Buffalo Chapter of APICS to Rich Products associates was very effective and provided a comprehensive insight into the supply chain elements. The courses also provide a strong foundation for many of the participants to seek and obtain APICS certification."

Ray Howard

CERTIFIED SUPPLY CHAIN PROFESSIONAL (CSCP)

The new certification designation, CSCP, is underway and the Buffalo APICS Chapter will provide the premier education in this area. The Supply Chain Management class will enhance your knowledge of the Supply Chain as well as to help you prepare to take this exam. We have scheduled this class for April at UB and dedicated classes are also available. Contact Ed George at 876-3837 or email egeorge43@yahoo.com.



"Traceability" Sunrise meeting with Steve Shelton presenting:

- 1) How effective was the speaker?:
0% poor, 0% fair, 30% average, 70% good, 0% excellent
 - 2) How useful was the topic?:
0% poor, 15% fair, 15% average, 70% good, 0% excellent
 - 3) Would you attend a future session on this topic with a different speaker?:
85% yes; 15% no
 - 4) How much knowledge did you gain from this program?:
Scale 1 to 5 from little to a great deal: #1 (0%), #2 (15%), #3 (55%), #4 (30%), #5 (0%)
 - 5) What is your level of expertise in this topic area?:
Scale 1 to 5 from none to expert: #1 (0%), #2 (15%), #3 (30%), #4 (55%), #5 (0%)
 - 6) Did you learn ideas/techniques to be applied on your job?:
70% yes, 30% no
 - 7) Was the program announcement accurate?:
70% yes, 30% no
 - 8) Were the food & facilities satisfactory?:
100% yes, 0% no
- Comments:**
- ◆ Topic timely & fairly new to APICS.
 - ◆ Noise in hallway made it hard to hear speaker.
 - ◆ Meal and venue were good.
 - ◆ Traceability has more detail and reliability for future discussions.

PROPOSED -APICS BUFFALO CHAPTER STRATEGIC PLAN-Draft- 3
3 YEAR PLAN - 2006 to 2009
Abbreviated - Summary For January Website

Prepared By APICS '06-'07 Strategic Planning Committee: Wayne Forrest, Ed George, Mary Ann Gardner, Rick Haniszewski, Bill Helfrich, Jay Kelly, Ratesh Madhavan, Melissa Ruggiero, Fred Vigars, Todd Zielinski.
Coordinated By: Wayne Forrest -12/30/06

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1.0 Background & Analysis -VISION, MISSION & GOALS:

1.1 -APICS INTERNATIONAL: From Society's Website

Traditional "Old" Vision: To inspire individuals and organizations toward lifelong learning and to enhance individual and organizational success.

Mission: Current Year (re the 12/16/06 APICS Society Website): APICS builds operations management excellence in individuals and enterprises through superior education and training, internationally recognized certifications, comprehensive resources and a worldwide network of accomplished industry professionals.

1.2 - BUFFALO CHAPTER - ADDITIONAL "Roll Down" VISION, MISSION and "Background To Our Buffalo Chapter" STRATEGIES/OBJECTIVES:

Macro International Vision, Mission, and Goals: Promote the International Societies' vision, mission and strategies throughout our Western New York area.

Additional Buffalo Area Mission: '06-'07- Provide operations management education (programs & information) and networking opportunities to WNY (APICS Members & firms).

Background To Our Strategies/ Objectives:

Based on both local public survey information and our knowledge of local events, the Buffalo Chapter began the 2006/2007 program year with a continuation of the prior years Strategic Plan. As called for in C-BAR and as good business practices require, we reviewed the SWOT conditions affecting the Chapter and decided the following revision to the Strategic Plan was necessary.

2.0 - Analysis - STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Due to the length of this section, we deleted this section from the Newsletter. It is available on the website.

3.0 -SWOT - CONCLUSIONS -

3.1 SWOT General Conclusions:

The Buffalo Chapter reviewed its' prior Strategic Plan, TMN survey and other local information. We established the following series of specific project objectives which we believe are required for our local area and will benefit Society in general.

Chapter Board Membership / participation: Chapter member participation and interest in helping run the operation has declined.

Our membership's priorities to families and careers have not provided the resources necessary to meet the workload necessary for sustaining Platinum status. Recent career and personal health issues have caused vacancies in the primary positions. We cannot continue to function at the prior years levels unless additional Board volunteers are recruited. A major effort is required.

Financial: Prior years focuses on improving membership participation via major marketing and website communications efforts (expenditures) have resulted in declining accounts (expenses exceeded income). We need to monitor expenditures and make adjustments as necessary.

Sales and Marketing: Last years Alliance programs were successful; and we have decided to continue these programs with greater emphasis on APICS topics program content. A more focused direct sales effort is needed

These conclusions have led to the following broad based Buffalo objectives.

Continued next page...

3.2 - SWOT - CONCLUSIONS - STRATEGIC PLAN OBJECTIVES:

INITIAL LIST (NOT IN PRIORITY):

Buffalo Objective# 1- Chapter Management - C-BAR- Continue to use C-BAR as the Chapter's management governance system c (continue striving to attain Society's Platinum status; metric- through the use and application of C-BAR).

Note: this objective will only be possible if we attain the goal of rebuilding/growing the membership of our Board of Directors.

- Project 1-1- Rebuild/strengthen/grow the number of active Board members
 - 1-1a- Notice in the Newsletter
 - 1-1b- Letter to the membership
- Project 1-2- Consider remuneration of some type (to be effective next year)
- Project 1-3- Review job descriptions and requirements (as percent attendance)
- Project 1-4- Revise the Board minutes to include an on-going list of activities to be done, by whom, target dates, etc.

Buffalo Objective# 2- Marketing & Communications- Continue implementation of the '05-'06 Marketing Plan and supporting/concurrent Website communications Programs (metric-continue implementation of the marketing plan tasks; attain the C-BAR metric).

- Project 2-1- Recruit a new Marketing Director
- Project 2-2- Complete the website upgrade to meet Society's requirements
- Project2-3- Prepare and implement and sales & marketing "package" of what we have to offer

Buffalo Objective #3- Financial- Control all programs to be at either a profit or breakeven -

- Project 3-1- Rebudget and control expenses to meet most probable income (i.e.- projected Chapter membership multiplied the chapter's annual dues; excluding potential education and seminar income).
- Project 3-2- Review website expenses to determine if costs can be reduced

Buffalo Objective #4- Education- Professional Development Meetings, Seminars, and Top Management Night - As this year's programs are all completely planned, schedule next year as a "back to our basic body of knowledge" concept.

- Project 4-1- For this year, implement a Theory Of Constraints seminar program
- Project 4-2- If our Region and Canada decide to proceed, support a joint Regional meeting in the Niagara Falls area.

Buffalo Objective #5- Education- Continue to implement the Education Directors Class Program -

- Project 5-1- Implement new programs to build core Instructor and CSCP competency (metric- C-BAR and programs for additional Instructors which meet Society standards and are capable of CSCP)

Buffalo Objective #6 - Drive Improved Membership Programs (metric - C-BAR target 5.0% improvement in each/all programs).

- Project 6-1- Continue focus on building the company coordinator program
- Project 6-2 - Review/implement a relationship with the Buffalo area Transportation Group

Buffalo Objective #7 - Student Chapters- Continue to build the memberships at Canisius and SUNY at Buffalo -

- Project 7-1 - Sponsor student(s) for attendance at the Orlando International Conference
- Project 7-2 - Support the Canisius and SUNY at Buffalo college chapters with funding and Board participation

4.0 - Major C-BAR Sections & Additional Buffalo Objectives Aligned With Personnel Resources:

C-BAR Section Titles	Buffalo Projects	Personnel	C-BAR Points Maximum
		Nancy-Mary-Open-Wayne-Ed-Rick-Bill-Dick-John-Mel-Tom-Fred-Open-Open John	
		B/H -MG ?? - F -G -H - H - W - N - R - R - V ?? ?? - B	
	Functions=	Bus - Sec - VP - Pres - Ed-All -Pro- \$ -Web -Stu -Pla -Mem-TMN-Mkt SpProg	
A - Customer Expectation		WF? RH BH JN FV ??*	55
B - Communications	NBH	JN FV ??*	40
C - (Education) PDM's		RH BH JN ?? JB	35
D - Education Classes		EG*	75
E - APICS Participation	MG	WF*? ??	55
F - Financial Responsibility		WF? DW*	25
G - Membership	NBH	JN TR FV*	35
H - Chapter Management	MG ??	WF*? BH DW ??	55
I - Student Chapter/Others		WF? BH* MR	30
J - Narrative & Innovations	MG ??	WF*? EG RH BH DW JN MR TR FV ?? JB	30

Maximum C-BAR Points **435**

* DENOTES PRIMARY RESPONSIBILITY

END OF BUFFALO'S REVISED STRATEGIC PLAN FOR THE '06 TO '07 PROGRAM YEAR