

Lean Manufacturing Principles & Techniques

*Half Day Seminar - Your Choice of 2 Dates:
Thursday, February 20 or Tuesday, February 25*

Guest Instructor: John Martin, CFPIM

Everybody's talking about Lean Manufacturing, but what exactly is it and how can it improve your business? This 4 hour presentation will provide an introduction to Lean Manufacturing, followed by an explanation of what tools go into the Lean Toolkit. Participants will then go through a factory scheduling model exercise. Learn how to implement Lean Manufacturing and how to avoid common pitfalls. Gain an understanding of how Lean Manufacturing ties into Six Sigma initiatives, and finally which metrics are relevant in a Lean Manufacturing environment.

For more information, including a seminar syllabus, visit www.apicsgulf.org.

John Martin has 25 years of manufacturing experience at Eastman Kodak Co. in Rochester, N.Y. This broad-based experience includes assignments as an Industrial Engineer, Assembly Supervisor, Department Manager of Stock Control, and Materials Manager for the Copier/Duplicator division of Eastman Kodak Company. Currently John is President of John G. Martin Associates, a consulting company that assists manufacturing companies in understanding and implementing Supply Chain Management principles and practices. He is Past President of the Rochester Chapter of APICS and presently serves as their Education Director. John is a frequent presenter at APICS Chapter and Region 2 (New York State) meetings and seminars.

CPIM designees will earn 4 points towards certification maintenance.

Seating is limited, so please register early by contacting Dan Johnson at (941) 751-6131 x231 or registrations@apicsgulf.org. Be sure to indicate which seminar date you would like to attend.

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Reservations must be made by Friday, February 14. Cost is \$100 per person (members and non-members). Groups of three or more from the same company will be charged \$90 per person.

If your preferred date is no longer available you will be notified and offered the alternative date.

The seminars will be held at PGT Industries in Nokomis, just off I-75 Exit 195.

Directions to PGT Industries can be found on Page 8.

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THE NAVIGATOR is published monthly by the Florida Gulf Coast Chapter of APICS -- The Educational Society for Resource Management. THE NAVIGATOR is sent each month to members of the APICS Florida Gulf Coast Chapter. Annual subscription is included in the APICS membership dues.

All material submitted for the March issue of THE NAVIGATOR is due by Wednesday, February 26. Please address all correspondence to:

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President's Corner

APICS Under Construction

Tina Jensen, CPIM
PGT Industries

2002 was a difficult year for APICS. The downturn in the economy resulted in major layoffs which created a shrinking membership and declining sales. There was competition from other associations, for-profit corporations, and educational institutions vying for members' dues, professional training and time. Companies cut back on their support for employee memberships and training. There has also been a significant evolution within the field, a growing importance of the concept of supply chain, a shift in the U.S. economy from a manufacturing focus to a service focus, and the globalization of the world economy.

To better meet the needs of this changing economy and market, APICS executives are in the process of revamping the organization. The 2002 Board of Directors took a hard look at APICS and assessed its strengths, weaknesses and challenges. Based on this assessment, the board conducted a comprehensive strategic planning process to clarify the organization's focus, identity, mission and priorities for the next two to three years. APICS is refocusing on the core competency of production and inventory management and building upon its strengths which include a tremendous body of knowledge, strong reputation, comprehensive educational offerings, certification programs, the annual conference, and member and chapter networks.

The board identified the following seven strategic priorities to plan for future success.

1. Make APICS' products and services truly customer-driven by developing sophisticated and ongoing systems for hearing the "voice of the customer."
2. Establish a rapid and agile product development process that is based on customer needs.
3. Redefine membership product offerings based on "voice of the customer" research to serve diverse needs and target potential customers worldwide.
4. Develop an enhanced distribution system that facilitates a customer-driven approach to products and services.
5. Building on APICS' core competency, leverage the APICS brand and elevate the image and ultimate value of APICS worldwide. One of the implications of this is refocusing on Operations and Inventory Management.
6. Expand APICS' presence outside of North America.
7. Ensure that APICS has the organization and governance systems and processes in place to achieve its goals and move forward with its plan.

Continued Page 3

Programs Report

Lean Manufacturing Seminars are Filling Up Fast!

Dan Johnson
Ameritex Technologies

Greetings to all! Hope your first month in the new year was a positive indicator for the rest of your year. Our PDM on January 16 was very well received. Hidayet Kutat, a local manufacturing consultant, presented the topic Project Management. After speaking with a number of attendees, I think everyone learned something new. Congratulations to Deborah Hammack for winning the door prize!

The month of February will be a little different than our normal PDM schedule. We are offering two, four-hour lean manufacturing seminars. Please see the information in this issue. Tell your co-workers, managers, supervisors, and friends about this great educational opportunity at a great price. Register soon as seats are filling up! *

President's Corner

Continued from Page 2

In focusing on the customer's needs, there may be consideration for consolidation with organizations like ISM and SME that overlap with APICS. APICS is developing 20 hour inventory management workshops on CD-Rom geared towards individual self study or to be delivered through chapters. Another new development has been in online training like the 60 minute Webinars that were launched last summer. These educational programs involve less time commitment from participants, which conforms to today's environment of doing more with less time.

2003 is going to bring many positive changes so stay tuned for future communications from Society. *

CALENDAR OF EVENTS

FEBRUARY PDM / 4 HOUR - SEMINAR

DATES THURSDAY, FEBRUARY 20
OR TUESDAY, FEBRUARY 25
TOPIC LEAN MANUFACTURING PRINCIPLES & TECHNIQUES
SPEAKER JOHN MARTIN, CFPIM
PLACE PGT INDUSTRIES, NOKOMIS
TIME 1PM-5PM
COST \$100 OR \$90 WHEN IN GROUPS OF 3+
CONTACT DAN JOHNSON, (941) 751-6131 x231
OR EMAIL RESERVATIONS@APICSGULF.ORG

EXECUTION & CONTROL OF OPERATIONS CPIM REVIEW COURSE

DATE FEB. 24, MAR. 3 & 10
PLACE PGT INDUSTRIES, NOKOMIS
TIME 8AM TO 5PM
COST \$495 INCLUDING PARTICIPANT GUIDE
CONTACT JERRY KILTY, CPIM, CIRM (727) 725-7674

MARCH PDM

DATE THURSDAY, MARCH 20
TOPIC OPTIMUM BUSINESS FORECASTING: HOW TO
DEVELOP AND MAINTAIN A ZERO LAYOFF POLICY
SPEAKER MICHAEL FORD, CPIM
PLACE ROSEDALE GOLF & COUNTRY CLUB, BRADENTON
TIME 5:30PM REGISTRATION
COST \$15 MEMBERS / \$25 NON-MEMBERS
\$10 STUDENTS
CONTACT DAN JOHNSON, (941) 751-6131 x231
OR EMAIL RESERVATIONS@APICSGULF.ORG

APRIL PDM - JOINT WITH ISM FT. MYERS

DATE THURSDAY, APRIL 17
TOPIC FROM VMI TO CPFR: HOW TO MAKE
COLLABORATION WORK
SPEAKER MARK WILLIAMS, CFPIM
PLACE BOBCAT COUNTRY CLUB, NORTH PORT
TIME 5:30PM REGISTRATION
COST \$20 MEMBERS / \$25 NON-MEMBERS
\$10 STUDENTS
CONTACT DAN JOHNSON, (941) 751-6131 x231
OR EMAIL RESERVATIONS@APICSGULF.ORG

STRATEGIC MANAGEMENT OF RESOURCES CPIM REVIEW COURSE

DATE MAY 5, 12 & 19
PLACE PGT INDUSTRIES, NOKOMIS
TIME 8AM TO 5PM
COST \$495 INCLUDING PARTICIPANT GUIDE
CONTACT JERRY KILTY, CPIM, CIRM (727) 725-7674

Veterans Benefit

APICS Certification Exams Reimbursement

APICS is pleased to announce that veterans are now eligible for reimbursement of fees for its CPIM and CIRM examinations.

The APICS certification tests were approved by the Department of Veterans Affairs (VA) because they are accepted “in accordance with relevant government, business or industry standards, employment policies, or hiring practices as attesting to a level of knowledge or skill required to maintain or advance in employment in a particular vocation or profession.”

According to APICS’ Jeffrey Raynes, CAE, “APICS met the very stringent approval requirements imposed by the VA for organizations offering certification tests. The members of the APICS Curricula and Certification Council, who are responsible for the test items, make it possible to meet one of the VA’s key requirements. They have the ‘expertise and substantial experience in all areas of knowledge that are measured by the tests that are required for certification.’”

The certification benefit reimburses CPIM and CIRM candidates for the cost of the certification tests. To qualify for this VA benefit, APICS certification candidates must be eligible for the Montgomery G.I. Bill - Active Duty MGIB, Chapter 30; VEAP (Chapter 32); or Dependents Educational Assistance (Chapter 35). The benefit does not apply to other fees connected with obtaining the certification, such as study materials, certification review classes and so on.

For information on the certification benefit, go to www.gibill.va.gov and link to the Licensing and Certification page, call the VA at (888) 442-4551, or call APICS Customer Support at (800) 444-2742.

✱

Experience is the Best Teacher

The Factory as a Funnel - Dealing with Capacity

Mac Borgendale, CFPIM

Ollie Wight usually gets credit for the description of a factory as a funnel. The water in the funnel represents the amount of work in process, and the water that flows out of the hole in the bottom represents the output of the factory. The size of the hole is the capacity of the funnel (factory). As long as there is some water in the funnel the output is totally controlled by the size of the hole at the bottom. Putting more water (work) into the funnel just fills the funnel.

This is important, because many people still believe that you can get more work out of a factory by keeping it very full. This work load gives the workers incentive to work harder.

There are two problems with this approach. In most factories we are trying to get many things out at the same time. If there are too many options we risk getting 20% of the parts for 100 projects rather than 100% or the parts for 20 projects. The other problem is something a cartoonist once described as “Priority Paralysis”. This Priority Paralysis is what occurs when we return from a vacation and find our desk full of work. We find ourselves spending more time trying to set priorities on the work than doing the work. Overloaded factories have the same problem. The effort to set priorities often distracts from the effort to produce product.

What then is the answer? Going back to the funnel, we have two options. To avoid the problems above, we need to change our plan to take some of the water out of the funnel. We do this by rescheduling late work such that no week is unreasonable. Then if the problem exists we need a larger funnel (more capacity). Remember that factory capacity can be improved by adding resources, improving methods and tooling, or by encouraging the workers to work harder. ✱

Individual Membership Application

Priority Code: 00APP

Please complete all sections. Please print or type.

Today's date: ____/____/____

Questions? Call APICS Customer Service at (800) 44-APICS (2742) or (703) 354-8851.

3 WAYS TO APPLY FOR MEMBERSHIP

FAX: Send this form (front & back) to (703) 354-8556 with your credit card number.

PHONE: Call APICS Customer Service at (800) 444-APICS (2742) or (703) 354-8851, 8:30 a.m.—6:30 p.m., EST, Monday through Friday. Have your credit card ready.

MAIL: Return a completed application form by mail to:

APICS, Membership Dues
P.O. Box 75381
Baltimore, MD 21275

APICS USE ONLY
(DO NOT WRITE IN THIS SPACE)

BATCH #

CHECK AMOUNT \$

CHECK #

DUES AMOUNT \$

1. Member Information

APICS member or customer ID number? _____ CIRM CPIM CFPIM
Please print your legal name and address as they should appear on mail. Mr. Mrs. Ms. Miss

LAST NAME FIRST NAME MIDDLE INITIAL

Please check your preferred mailing address. Work Home

JOB TITLE COMPANY NAME

BUSINESS ADDRESS

CITY STATE/PROVINCE ZIP/POSTAL CODE COUNTRY

BUSINESS PHONE BUSINESS FAX

HOME ADDRESS

CITY STATE/PROVINCE ZIP/POSTAL CODE COUNTRY

HOME PHONE

Check here to exclude your name from rented or traded mailing lists. Telemarketing use of APICS mail lists by sources other than APICS is strictly prohibited.

The following information is requested for identification purposes only. This information is optional and will not be provided to any outside sources.

Female Male Date of Birth _____ Social Security Number _____

Please complete the demographics page (other side) and submit it with this application.

2. Society Dues (\$95.00 Plus Chapter Dues)

Society Dues* \$95.00

Place me in the [Florida Gulf Coast](#) chapter.

Chapter Dues \$35.00

Annual dues must include both Society and chapter dues.

(a) Total Membership Dues \$130.00

* A portion of your dues, a \$24 nondeductible value, supports your subscription to APICS – The Performance Advantage, and cannot be deducted from your dues amount.

SIG Membership

Check all SIGs you wish to join (SIG names and dues are subject to change).

Complex Industries (CI) Process Industries (PI) Small Manufacturing (SM) Constraints Management (CM)
 Remanufacturing (REMAN) Repetitive Manufacturing (RMG) Textile and Apparel (TA) Service (SVC)

(b) \$15 x _____ (no. of SIGs) = \$ _____

(c) I wish to join APICS for 1 year 2 years 3 years 4 years 5 years.

Total Dues (a + b) = \$ _____ x No. Years (c) = _____ = Total Amount \$ _____

3. Payment

Please submit payment in U.S. dollars only. Purchase orders are not accepted. APICS dues are not deductible as a charitable contribution for federal tax purposes, but may be deductible as a business expense. Please include member name and company name on check.

Check no. _____ is enclosed for \$ _____ (Checks must be made payable to APICS and drawn on a U.S. bank.)

Charge to: MasterCard VISA American Express Discover

ACCOUNT NO.

EXPIRATION DATE

APICS. Making Business Run Better

APICS - The Educational Society for Resource Management is a not-for-profit international educational organization respected throughout the world for its education and professional certification programs. With nearly 70,000 individual and corporate members in 20,000 companies worldwide, APICS is dedicated to using education to improve the business bottom line.

APICS is recognized globally as

- the source of knowledge and expertise for manufacturing and service industries across the entire supply chain - in such areas as materials management, information services, purchasing and quality.
- the leading provider of high-quality, cutting-edge educational programs that advance organizational success in a changing, competitive marketplace.
- a successful developer of two internationally recognized certification programs, Certified in Production and Inventory Management (CPIM) and Certified in Integrated Resource management (CIRM)
- a distribution center for hundreds of business management publications and educational materials.
- a source of solutions, support, and networking through local chapters, workshops, symposia, and the annual APICS International Conference and Exposition

Please provide the following demographic information by checking all of the square(s) applicable for each category.

4. Member Profile

a. Business Environment (Check one.)

- a. Manufacturing d. Academic
b. Service e. Government
c. Consulting

b. Industry Type of Your Division (Check all that apply.)

- | | |
|----------------------------------------------------------|---------------------------------------------------------------|
| <input type="checkbox"/> a. Automotive | <input type="checkbox"/> n. Mining |
| <input type="checkbox"/> b. Aviation/Aerospace | <input type="checkbox"/> o. Transportation |
| <input type="checkbox"/> c. Communications | <input type="checkbox"/> p. Retail |
| <input type="checkbox"/> d. Defense | <input type="checkbox"/> q. Maintenance/Repair/
Operations |
| <input type="checkbox"/> e. Distribution | <input type="checkbox"/> r. Metal Fabrication |
| <input type="checkbox"/> f. Education | <input type="checkbox"/> s. Pharm/Chemicals |
| <input type="checkbox"/> g. Electrical | <input type="checkbox"/> t. Plastics/Rubber |
| <input type="checkbox"/> h. Electronics | <input type="checkbox"/> u. Textile/Apparel |
| <input type="checkbox"/> i. Health Care/
Med. Devices | <input type="checkbox"/> v. Lumber/Paper |
| <input type="checkbox"/> j. Food/Beverages | <input type="checkbox"/> x. Software/Hardware |
| <input type="checkbox"/> k. Furniture | <input type="checkbox"/> y. Utilities |
| <input type="checkbox"/> l. Glass | <input type="checkbox"/> 1. Biotechnology |
| <input type="checkbox"/> m. Graphic Arts | <input type="checkbox"/> 2. Machinery |
| | <input type="checkbox"/> z. Other _____ |

c. Industry Classification of Your Division (Check all that apply.)

- | | |
|---------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> a. Job Shop | <input type="checkbox"/> e. Repetitive |
| <input type="checkbox"/> b. Process | <input type="checkbox"/> f. Discrete |
| <input type="checkbox"/> c. Remanufacturing | <input type="checkbox"/> g. Nonmanufacturing |
| <input type="checkbox"/> d. Assembly | |

d. Key Area of Responsibility (Check all that apply.)

- | | |
|---------------------------------------------------|-------------------------------------------------------|
| <input type="checkbox"/> a. Distribution | <input type="checkbox"/> l. Quality/Service |
| <input type="checkbox"/> b. Inventory Control | <input type="checkbox"/> m. Human Resources |
| <input type="checkbox"/> c. Operations | <input type="checkbox"/> n. Mgmt. Info. Systems |
| <input type="checkbox"/> d. Materials Mgmt. | <input type="checkbox"/> o. Research &
Development |
| <input type="checkbox"/> e. Engineering | <input type="checkbox"/> p. Training/Education |
| <input type="checkbox"/> f. Sales/Marketing | <input type="checkbox"/> q. Supply Chain |
| <input type="checkbox"/> g. Finance/Accounting | <input type="checkbox"/> r. Self-Employed |
| <input type="checkbox"/> h. Professional Services | <input type="checkbox"/> s. Planning/Scheduling |
| <input type="checkbox"/> i. Shipping/Receiving | <input type="checkbox"/> t. Forecasting |
| <input type="checkbox"/> j. Production Control | <input type="checkbox"/> u. Logistics |
| <input type="checkbox"/> k. Purchasing | |
| <input type="checkbox"/> z. Other _____ | |

e. Your role in Product Acquisition (Check all that apply.)

- a. Recommend d. Buy
b. Specify e. None
c. Authorize

f. Your Job Title/Function (Check one.)

- a. Senior Management
(CEO/VP/General Mgr./Plant Mgr.)
b. Department/Divisional Management
(Materials Mgr./Operations Mgr./Director)
c. Functional Management
(Systems Analyst/Scheduler/Planner)
d. Other Resource Management Professional

g. Number of Employees at Location (Check one.)

- a. Under 100 d. 500-999
b. 100-249 e. 1,000+
c. 250-499

h. Why Are You Joining APICS?

- (Check all that apply.)*
- a. Networking
b. Career enhancement/professional development
c. Certification
d. Recommended by _____
e. Discounts on educational offerings
f. Keeping up with industry developments
g. APICS publications/magazines
h. Chapter activities
i. Recommended by employer
j. All of the above.
z. Other _____

i. Membership Involvement (Check all that apply.)

- Please indicate the chapter activity in which you would like to participate.
- a. Education f. Seminars
b. Publicity g. Treasurer
c. Programs h. Secretary
d. Membership i. Newsletter
e. Employment

j. How many years have you been in the resource management field?

- 4 yrs. or less 5-8 yrs 9-14 yrs. 15+ yrs.

APICS does not currently participate in or contribute to any lobbying efforts.

Questions? Call APICS Customer Service at (800) 444-APICS (2742) or (703) 354-8851, 8:30am - 6:30pm EST Monday through Friday.

Scholarship Available

Undergraduate Paper Competition

Our chapter will award a \$500 scholarship to the winner of the new APICS Florida Gulf Coast Scholar Competition. This competition will be held annually, and the first award will be granted in June.

Students must submit a paper relevant to any resource management discipline. The competition is open to all full- and part-time undergraduate students who live in or attend college in Charlotte, Collier, Lee, Sarasota or Manatee counties. Submissions for the 2003 competition must be received by May 15, 2003.

More information about the scholarship and the competition requirements can be obtained by visiting our website www.apicsgulf.org or by contacting the scholarship committee at scholarships@apicsgulf.org.

Spread the word on this great opportunity for local students! *

Please Join Us in Welcoming

Troy Barnett
Eberling Associates

Terry Bates

*Our Newest Members of
APICS Florida Gulf Coast!*

Company Coordinators

ASO CORPORATION

Lee Stephens (941) 379-0300

EATON AEROSPACE

LAURA WOODSON (941) 751-7120

FLORIDA GULF COAST UNIVERSITY

ELIAS KIRCHE (941) 590-7325

FOX ELECTRONICS

Joe Denison (941) 693-0099

PGT INDUSTRIES

Jeff Cordes, CPIM
(941) 486-0100

TELEFLEX ELECTRONIC SYSTEMS

Carol Mosley (941) 907-1000

TROPICANA

Gene Griffin, CPIM
(941) 742-3250

Interested in learning more about APICS and what's happening in your local chapter? Contact your Company Coordinator! If your company isn't listed contact Gene Soltis, CPIM, VP Membership, to find out how you can help.

A Company Coordinator promotes APICS within their own company by:

- Defining the benefits of membership.
- Explaining the certification programs.
- Circulating the monthly meeting announcement and offering to make the necessary reservations.
- Posting schedules of seminars, certification review courses and fundamentals classes.
- Leading by example and attending as many Professional Development meetings as possible.

Benefits of being a Company Coordinator:

- Earn 2 points/year towards CPIM maintenance.
- Professional growth by learning about all the programs that APICS Florida Gulf Coast has to offer and participating in those programs.
- Personal growth in helping your colleagues develop their professional skills.
- Recognition by your superiors as being a team player who wants to help the company grow and doesn't just show up at the job.
- Recognition at the chapter's annual top management night.



Florida Gulf Coast Chapter
4023 Landor Court
Venice, FL 34293



Looking for direction?

APICS
Florida Gulf Coast

THE NAVIGATOR

Volume 2, Issue 5 www.apicsgulf.org February 2003

Lean Manufacturing Seminar

LOCATION:	PGT Industries, Nokomis	DATES:	February 20 and 25, 2003
INSTRUCTOR:	John Martin, CFPIM	TIME:	1-5pm
COST:	\$100 members & non-members \$90 for groups of 3 or more from the same company		

Directions to the Seminar:

Take I-75 to Exit 195 Laurel Road. At the end of the off-ramp, turn left onto Laurel Road. Go straight through the next traffic light, then turn left onto Knights Trail. Take your first left onto Technology Drive. Go straight to the end and check in with the Guard, telling him you're here for the APICS seminar/workshop. He will direct you to the main entrance.