

Looking for direction?



## THE NAVIGATOR

Volume 6, Issue 5

[www.apicsgulf.org](http://www.apicsgulf.org)

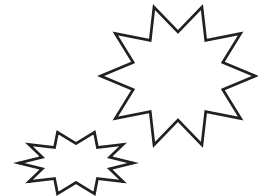
February 2007



### February PDM-Top Management Night ACT - A CALL TO ACTION

PRESENTED BY TERRY LUNN, CFPIM, CIRM

ROSEDALE GOLF & COUNTRY CLUB IN BRADENTON  
WEDNESDAY, FEBRUARY 21ST - 6:00 PM



We shall focus on the three specific areas for adopting new ideas. First is the concept of our own personal attitudes. We all seek new ideas to help us assimilate attitude change. Secondly, we shall examine the idea of shifting our attention away from internal efficiencies to becoming totally customer focused. Third, we must build teamwork among all our people to accept the challenges that businesses face daily. We shall go through lively exercises, plus hear, see and feel specific examples that illustrate how to go through the attitude change that is customer focused and builds teamwork.

**CPIM designees will earn 1 point towards certification maintenance.**

**Registration** begins at 5:30pm at the Rosedale Golf & Country Club in Bradenton. Directions to Rosedale Golf & Country Club can be found on Page 8 (last page) of this newsletter.

**Reservations** must be made by Monday, February 19th before 12 noon. Cost is \$30/Members, \$35/Non-members, \$10/Students. Make your reservation by noon on February 19th at [reservations@apicsgulf.org](mailto:reservations@apicsgulf.org) Cancellations must be received by 12 noon on Tuesday, February 20th. Please note that no shows will be billed. Please note Rosedale's dress code is "No jeans or men's shirts without collars, please."

**About the Presenter:** Terry Lunn, CFPIM, CIRM develops public and company specific programs that train and motivate people to more effectively control their business. Terry is widely recognized as a top educator and motivator. His clients include: Federal Express, FMC Corporation, IBM, General Motors, Arvin Industries, Motorola, Raychem, Halliburton, Oxford Shirt Group and many others.

He runs his own company serving as an independent consultant since 1983. He has over twenty years experience in industry including industrial engineer, production control and shop foreman. He has held several

managerial positions in manufacturing, production, and inventory control. He has managed the installation of MRP systems and has extensive experience in designing and installing manufacturing control systems.

Terry is a national leader in APICS having served on chapter, region, and certification committees. He is recognized as an international leader in motivational and technical programs. He was awarded the distinction of being voted "Best In His Class" at the 1995 APICS national conference, and best presentation at the 1997 World Symposium in South Africa.

He has written a book entitled, "MRP Integrating Material Requirements Planning And Modern Business" which was an APICS best seller for over six years. It discusses ways people can cut through the technical jargon normally associated with MRP Systems and apply easily understood solutions to integrate business functions more effectively.

### INSIDE THIS ISSUE

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THE NAVIGATOR is published monthly by the Florida Gulf Coast Chapter of APICS -- The Association for Operations 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 Friday, February 23rd. Please address all correspondence to:

Irene Carey  
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8323 Lindbergh Ct.  
Sarasota, FL 34243  
[irene.carey@honeywell.com](mailto:irene.carey@honeywell.com)

## Officer's Corner

By Cinda Whaley

In our work life we talk about "value added" or "value stream". What's our value in our APICS membership? Are WE getting the most out of it? Are we using the services of our local chapter? Are we using the services of the national association? Let's take a new look at our membership's "value added" benefits.

Last month, APICS introduced a new member benefit: **APICS Learning Communities**—Communities of Practice for APICS Professionals. APICS Learning Communities are the newest way to connect and collaborate with members who share your professional interests.

APICS Learning Communities are forums where members can gather regularly to share ideas, develop best practices, and find solutions to everyday challenges in operations management. APICS Learning Communities provide a communications tool to enhance knowledge sharing among APICS members to strengthen individuals in their work and the association as a whole.

If asked in an elevator to describe APICS Learning Communities, you could say, "APICS Learning Communities are a virtual meeting place where operations management professionals can collaborate." More than a discussion list, APICS Learning Communities are a communications forum where members may exchange and develop ideas, best practices, and solutions in the field of operations management.

Participate in APICS Learning Communities to

- Share your knowledge
- Find an expert
- Collaborate with peers
- Develop and post new practices
- Solve problems
- Discuss emerging issues
- Research topics
- Access members-only resources.

Communities being offered today are Lean, Project-Oriented Operations and Theory of Constraints.

Join APICS Learning Communities from the Resources section of the APICS Web site or type [www: apics.org/](http://www.apics.org) communities into your browser.

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## One-Day Seminar February 15, 2007 Teamwork Through the Supply Chain

This one day seminar is designed to discuss the interrelationships that exist between the various elements of an effective supply chain. It is designed for people who want to go beyond just a discussion of the basic principles and see actual applications. We will discuss ways that companies have successfully applied basic principles to solve every-day problems.

We will cover four main components of any logistics supply chain. Namely: procurement, manufacturing, distribution and marketing. Our focus is on how these elements work together to provide world-class customer service to the ultimate end customer. We will stress how people foster teamwork across companies.

We will not develop one big case study, but rather eight individual circumstances and how each company solved their problem and the resulting improvement. We expect to talk about several different environments, ranging from manufacturing, process and service industries.

Our hope is that you would be able to learn from the examples and take some real hands-on solutions back to you operation to help make your company move closer to World Class.

### Presented by Terry Lunn, CFPIM, CIRM

Terry is widely recognized as a top educator and motivator. His clients include: Federal Express, FMC Corporation, IBM, General Motors, Arvin Industries, Motorola, Raychem, Halliburton, Oxford Shirt Group and many others.

He runs his own company serving as an independent consultant since 1983. He has over twenty years experience in manufacturing, production, and inventory control. He has managed the installation of MRP systems and has extensive experience in designing and installing manufacturing control systems.

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He has written a book entitled, "MRP Integrating Material Requirements Planning and Modern Business" which was an APICS best seller for over six years.

**Continued Page 4**

## Calendar of Events

### February One-Day Seminar

Date Thursday, February 15, 2007  
Topic TEAMWORK THROUGH THE SUPPLY CHAIN  
Speaker Terry Lunn, CFPIM, CIRM  
Place Rosedale Golf & Country Club  
Time 8:00 A.M. - 5:00 P.M.  
Cost \$199 members/\$299 non-members (includes APICS membership)  
Contact Tina Jensen (941) 746-2101 OR [RESERVATIONS@APICSGULF.ORG](mailto:RESERVATIONS@APICSGULF.ORG)

### February PDM -

#### Top Management Night

Date Wednesday, February 21, 2007  
Topic ACT-A CALL TO ACTION  
Speaker Terry Lunn, CFPIM, CIRM  
Place Rosedale Golf & Country Club  
Time 5:30 pm Registration  
Cost \$30 members/\$35 non-members  
Contact Tina Jensen (941) 746-2101 OR [RESERVATIONS@APICSGULF.ORG](mailto:RESERVATIONS@APICSGULF.ORG)



### March PDM

Date Wednesday, March 14, 2007  
Topic BARRIERS TO SUCCESS IN IMPLEMENTING LEAN MFG AND WHAT TO DO ABOUT THEM  
Speaker Ron Crabtree, CPIM, CIRM  
Place Rosedale Golf & Country Club  
Time 5:30 pm Registration  
Cost \$25 members/\$30 non-members  
Contact Tina Jensen (941) 746-2101 OR [RESERVATIONS@APICSGULF.ORG](mailto:RESERVATIONS@APICSGULF.ORG)

## One Day Seminar Continued...

### Who Should Attend?

This program is designed for those who are looking for examples of how companies foster teamwork all across the supply chain. Our focus is on how to integrate and coordinate our efforts with those of other companies in our logistics pipeline. It is designed for not only the team in our company, but also the team that crosses the line into other companies – our suppliers and our customers. Everyone associated with sales, marketing, order management, logistics, scheduling, purchasing and supply chain management will find the ideas presented very stimulating. A team from your suppliers, your own company, plus your customers will find the biggest rewards.

### Benefits You Will Gain

- The two key team players in forecasting
- Problem solved: How to measure demand
- 3 ways to measure forecast accuracy
- Problem solved: How to deal with demand spikes
- How two companies use postponement to achieve high fill rates
- 2 Keys to making a stockroom dependable
- 4 Ways to measure stockroom performance
- How one company runs a mixed model Master Schedule
- The key to shortening lead time in the shop
- 4 main points of supplier partnerships
- How two companies use schedule sharing (One works and one doesn't)
- Problem solved: Huge spikes in demand
- One key thought to guide us on improvement

### Reservations:

Date: Thursday, February 15<sup>th</sup>, 2007

Time: 8:00am – 5:00pm

Place: Rosedale Golf & Country Club  
Bradenton

Price: \$199 member

\$299 non-member (includes APICS membership - a \$145 value)

\$20 discount each for 3+ company attendees

Price includes continental breakfast, lunch, and speaker handouts.

To register, send an email to [reservations@apicsgulf.org](mailto:reservations@apicsgulf.org) or call Tina Jensen, CPIM, at (941) 746-2101.

Deadline for reservations is Friday, February 9<sup>th</sup>. No cancellations accepted after this date. No shows will be billed. Please note that Rosedale's dress code does not allow jeans or men's shirts without collars.

## Officer's Corner continued...

### Certification Programs

Enhance skills and career mobility through APICS certification programs. APICS members pursuing certification enjoy savings averaging 25 percent on certification preparation classes, review materials, and testing fees. Members can more effectively work through the certification process by taking chapter review courses and participating in study groups. Our certification electronic discussion lists are also helpful preparation tools.

### APICS Magazine

Stay current on industry trends and developments with our monthly, award-winning magazine, *APICS*, free to members. It features innovative ideas and real world strategies for inventory, materials, production, and supply chain management; planning and scheduling; purchasing; logistics; warehousing; and e-business solutions for professionals at every level of an organization.

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# 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 (\$110.00 Plus Chapter Dues)

Society Dues\* \$110.00

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 \$145.00

\* 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

**APICS. Making Business Run Better**

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

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

**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.)**

- |                                       |                                  |
|---------------------------------------|----------------------------------|
| <input type="checkbox"/> a. Recommend | <input type="checkbox"/> d. Buy  |
| <input type="checkbox"/> b. Specify   | <input type="checkbox"/> e. None |
| <input type="checkbox"/> c. Authorize |                                  |

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

- |  |
|--|
| <input type="checkbox"/> a. Senior Management (CEO/VP/General Mgr./Plant Mgr.)                         |
| <input type="checkbox"/> b. Department/Divisional Management (Materials Mgr./Operations Mgr./Director) |
| <input type="checkbox"/> c. Functional Management (Systems Analyst/Scheduler/Planner)                  |
| <input type="checkbox"/> d. Other Resource Management Professional                                     |

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

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| <input type="checkbox"/> a. Under 100 | <input type="checkbox"/> d. 500-999 |
| <input type="checkbox"/> b. 100-249   | <input type="checkbox"/> e. 1,000+  |
| <input type="checkbox"/> c. 250-499   |                                     |

**h. Why Are You Joining APICS? (Check all that apply.)**

- |  |   |
|--|---|
| <input type="checkbox"/> a. Networking                         | <input type="checkbox"/> b. Career enhancement/professional development |
| <input type="checkbox"/> c. Certification                      | <input type="checkbox"/> d. Recommended by _____                        |
| <input type="checkbox"/> e. Discounts on educational offerings | <input type="checkbox"/> f. Keeping up with industry developments       |
| <input type="checkbox"/> g. APICS publications/magazines       | <input type="checkbox"/> h. Chapter activities                          |
| <input type="checkbox"/> i. Recommended by employer            | <input type="checkbox"/> j. All of the above.                           |
| <input type="checkbox"/> z. Other _____                        |   |

**i. Membership Involvement (Check all that apply.)**

Please indicate the chapter activity in which you would like to participate.

- |  |  |
|--|--|
| <input type="checkbox"/> a. Education  | <input type="checkbox"/> f. Seminars   |
| <input type="checkbox"/> b. Publicity  | <input type="checkbox"/> g. Treasurer  |
| <input type="checkbox"/> c. Programs   | <input type="checkbox"/> h. Secretary  |
| <input type="checkbox"/> d. Membership | <input type="checkbox"/> i. Newsletter |
| <input type="checkbox"/> e. Employment |  |

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

- |   |                                  |                                    |                                   |
|---|----------------------------------|------------------------------------|-----------------------------------|
| <input type="checkbox"/> 4 yrs. or less | <input type="checkbox"/> 5-8 yrs | <input type="checkbox"/> 9-14 yrs. | <input type="checkbox"/> 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.**

### APICS Web Site

When you become an APICS member, you gain exclusive access to members-only content on the APICS Web site. Members can use the site to

- Research pressing issues using the searchable Publications Database.
- Stay abreast of industry terms and definitions using the online *APICS Dictionary* (members can request a single, free printed copy of the *APICS Dictionary* online or through APICS Customer Support.)
- Obtain white papers and other valuable industry information
- Access Free APICS Webinar On-Demand on operations management topics

### Ask APICS

Ask APICS is a hotline service that provides personalized, real-time solutions to business challenges in operations management. It's like having a free research staff at your disposal. Contact the Ask APICS staff with your query. .

### APICS Bookstore

Members save 25 percent on certification materials, multimedia, courseware, and training aids available through the APICS Bookstore.

### Educational Events

Members save more than \$100 when registering for the APICS International Conference and Exposition and they receive a free copy of the conference proceedings on CD-ROM upon request through APICS Customer Support. More than 3,000 professionals who come together to explore the latest industry trends and techniques attend this premier event. Members save an average of 20 percent on APICS Workshops designed to build and expand skill sets. A number of remote access APICS Webinars are also available, at member savings and free of charge.

Now GET ACTIVE! Let your membership work for you!

Information available online 24 hours a day:  
[www.apics.org](http://www.apics.org) or [www.apicsgulf.org](http://www.apicsgulf.org).

## Company Coordinators

### ASO CORPORATION

LEE STEPHENS (941) 379-0300

### BOAR'S HEAD

CINDA WHALEY (941) 955-0994

### FLORIDA GULF COAST UNIVERSITY

ELIAS KIRCHE (941) 590-7325

### Hi STAT MANUFACTURING

JOHN ELLIOT (941) 355-9761

### HONEYWELL

IRENE CAREY (941) 360-6141

### PGT INDUSTRIES

FRANK CREHORE, CPIM  
(941) 486-0100

### SUN HYDRAULICS

WENDE HUEHN-BROWN, PH.D, CPIM  
(941) 362-1304

### TROPICANA

SCOTT CHANCE, CPIM (941) 749-3925

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 Cinda Whaley, 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**

c/o Irene Carey  
Honeywell International  
8323 Lindbergh Court  
Sarasota, FL 34243

Looking for direction?

**THE NAVIGATOR**

**APICS**  
Florida Gulf Coast

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**Volume 6, Issue 5**                      **www.apicsgulf.org**                      **February 2007**

**February PDM  
ACT- A Call To Action**

LOCATION:	Rosedale Golf & Country Club Bradenton, FL	DATE:	February 21, 2007
SPEAKER:	Terry Lunn, CFPIM, CIRM	TIME:	5:30pm Registration 6:00pm Dinner
COST:	\$30 members / \$35 non-members		7:00pm Presentation

**Directions to the February PDM:**

**From Bradenton:**

Take 301 South. Turn left onto SR-70. Continue on SR-70 past I-75. Turn left onto 87th Street East (Rosedale development's entrance-Note traffic light at the entrance to Rosedale) Follow the signs to the CC clubhouse.

**From Naples:**

Take I-75 North to Exit 217A (SR-70). Turn right onto SR-70.  
Turn left onto 87th Street East (Rosedale development's entrance-note traffic light at the entrance to Rosedale)  
Follow the signs to the CC clubhouse.