

Mastering the Metrics Maze

September 19 Professional Development Meeting
Guest Speaker: Steven Melnyk, CPIM

In the past, the attention of most managers has been focused on the activities of product and process design and planning, scheduling and execution. This focus has left almost as an afterthought the issue of metrics. Often the result is a set of metrics that lack integrity and consistency with each other or that focus attention on those actions and outcomes that generate true value for our customers. In many firms, the result is an increasing number of conflicting and confusing measures and signals. This inconsistency is present both within the firm but also within the supply chain. With the advent of better information systems (a legacy of ERP revolution), we now find ourselves faced with the ability to create those metrics that we have always wanted. Yet, for many firms and the managers, the challenge is that of generating the “right” number of the “right” metrics presented in the “right” format.

**Service Award Pins
&
Certification Pins
Will Be Awarded**
See Page 7 for details

This presentation gives the participant access to that information and to those guidelines needed to effectively cope with this challenge. It draws on a recently completed study funded by the E&R Foundation of APICS. This presentation begins by defining the concept of metrics, identifying the functions it provides and by exploring the different types of metrics. It next moves to exploring the potential costs and problems created by having the “wrong” set of metrics. The presentation concludes by sharing with the participants techniques, guidelines and procedures developed by the presenter for reducing the number of metrics, for reducing the confusion created by metrics, and for reducing the problems generated by metrics. With the right set of metrics, we have an important element in creating the true value-driven enterprise.

Steven A. Melnyk, CPIM, is Professor of Operations Management at Michigan State University. He is the lead author of over 10 books and his articles have appeared in national and international journals. His research interests include MRP II, supply chain management, metrics/system measurement, Time-Based Competition (TBC) and Environmentally Responsible Manufacturing (ERM).

Dr. Melnyk is a member of the Mid-Michigan Chapter of APICS and a past Director of Publicity for Region XIV of APICS. He is also a member of the Central Michigan Chapter of NAPM. Dr. Melnyk has spoken to various APICS and NAPM groups at the international, national and regional levels.

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Registration starts at 5:30pm at the Rosedale Golf & Country Club. Dinner will be served at 6:30pm, and the Presentation will begin at 7:30pm.

Reservations must be made by Tuesday, September 17 before 12 noon. Cost is \$15 for members and \$25 for non-members. To reserve your spot, contact Dan Johnson at reservations@apicsgulf.org or (941) 751-6131 x231. Cancellations must be received by 12 noon on Wednesday, September 18. Please note that no shows will be billed.

Directions to the Rosedale Golf & Country Club can be found on Page 8.

Contacts

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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 October issue of THE NAVIGATOR is due by Wednesday, September 25. Please address all correspondence to:

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President's Corner

Our Mission

Tina Jensen, CPIM
PGT Industries

Welcome to an exciting new year with the FL Gulf Coast Chapter!

Our new board of directors was inducted at our June meeting and we have been working hard over the summer to plan for the upcoming year. In July we developed our strategic plan and set goals for the chapter. In addition to these goals, we are planning nine professional development meetings and offering the full series of Fundamental and CPIM Review courses. I would like to share our strategic plan with you so you have a better understanding of who we are, what we offer, and where we're headed.

Mission: The mission of the Florida Gulf Coast Chapter is to provide value to our membership by delivering educational programs and offering opportunities for career development. The Gulf Coast Chapter will also support the local business and academic community by offering educational resources that will enhance the opportunity of increasing bottom line performance.

Demographics: Our chapter's territory stretches from south of Tampa to Naples, Florida. There are over 800 manufacturing businesses in our territory with over 90% of the businesses employing 50 people or less. The type of manufacturing is very diverse and includes food processing, electronics, building products, light industrial, equipment manufacturing, automotive, medical device, and aerospace. The chapter has approximately 117 members and has an upward growth trend.

Strengths: The number of businesses locating in our territory continues to increase, and this creates a growing market for our chapter's educational offerings in the field of resource management. We have a number of large corporate members that have been strong supporters of APICS. Over the past two years, we have formed partnerships with Manatee Community College and an outside consultant in order to deliver consistent course schedules and instruction. Our chapter's board of directors has remained strong over the past few years which has improved the business and financial management of our organization.

Issues: The single most critical issue is to maintain interest in our organization and attract new companies to participate in our educational programs. Despite their strong support in the past, we have had little to no participation in the past two years from some of our largest corporate members. We also have not had a lot of participation from businesses in our southern territory. We need to survey our current members to understand their needs, where they reside, and where they work. This information will help us better determine what courses and Professional Development Meetings the chapter should be offering and where they should be offered.

We also must develop effective ways to communicate the value of APICS membership, education, and certification. Our internet web site has been established but its format and content needs to be updated and better leveraged. We need to expand our Company

Continued on Page 3

Programs

Great Speakers & Great Topics

Dan Johnson

Ameritex Technologies

Welcome to the 2002-2003 APICS Florida Gulf Coast chapter program year! Our main focus is to educate professionals in materials, production, and supply chain management by providing current topics of interest that are given by qualified speakers. It promises to be a very informative year of monthly programs.

I encourage you to review our calendar of upcoming events and mark your calendars to attend. We normally meet the third Thursday of every month, excluding December when we don't meet. Also, please encourage others within your organization to attend. The topics always include information that is beneficial for a wide range of responsibilities. We also enjoy interacting with others who share our interests in improving the way we support our respective organizations. As we become better-informed individuals, the companies we work for become better.

We have some very dynamic speakers already lined up for our fall/winter programs and are busily working on our spring line-up. We also have a plant tour scheduled for October that will be very interesting.

Spread the word! ✱

President's Corner

Continued from Page 2

Coordinator program to reach out to others within companies and we need to partnership with other local organizations to increase awareness of our programs. Once we generate interest, we need a consistent way to introduce them to the chapter and encourage their participation within the chapter.

Goals and Objectives for 2002 - 2003

- Contact new companies to generate interest in chapter activities.
- Update format and content of website and increase leverage.
- Increase activity from existing corporate members.
- Develop a chapter brochure to be included in new membership mailings.
- Partnership with other local organizations to hold more joint professional development meetings.
- Expand professional development meeting locations.
- Utilize and track results of professional development meetings and course evaluations.
- Establish awards for recognition of active members and companies.
- Offer at least one one-day seminar for CPIM maintenance.
- Implement a scholarship program.

I hope you will join us at our first Professional Development Meeting on September 19th. It's a great opportunity to meet the new board, enjoy a great meal, listen to an informative speaker and talk to people from other companies. You won't regret it! ✱

CALENDAR OF EVENTS

SEPTEMBER PDM

DATE THURSDAY, SEPTEMBER 19
TOPIC MASTERING THE METRICS MAZE
SPEAKER STEVEN MELNYK, CPIM
PLACE ROSEDALE GOLF & COUNTRY CLUB, BRADENTON
TIME 5:30PM REGISTRATION
6:00PM DINNER
7:00PM PRESENTATION
COST \$15 MEMBERS / \$25 NON-MEMBERS
CONTACT DAN JOHNSON, (941) 751-6131 x231
OR EMAIL RESERVATIONS@APICSGULF.ORG

FUNDAMENTALS OF MANUFACTURING CONTROL

DATE OCT. 9 - DEC. 18
PLACE MCC, PGT INDUSTRIES, NOKOMIS
TIME 4PM TO 7PM
COST \$295
CONTACT JILL LEAH, (941) 408-1413

FUNDAMENTALS OF INVENTORY CONTROL

DATE OCT. 10 - DEC. 19
PLACE MCC, BRADENTON CAMPUS
TIME 6PM TO 9PM
COST \$295
CONTACT JILL LEAH, (941) 408-1413

MASTER PLANNING OF RESOURCES CPIM REVIEW COURSE

DATE OCT. 7, 14 & 21
PLACE PGT INDUSTRIES, NOKOMIS
TIME 8AM TO 5PM
COST \$495 INCLUDING PARTICIPANT GUIDE
CONTACT JERRY KILTY, CPIM, CIRM (727) 725-7674

OCTOBER PDM

DATE THURSDAY, OCTOBER 17
TOPIC PLANT TOUR
PLACE EATON CORPORATION, SARASOTA
TIME 5:30PM
CONTACT DAN JOHNSON, (941) 751-6131 x231
OR EMAIL RESERVATIONS@APICSGULF.ORG

NOVEMBER PDM / JOINT WITH ISM FT. MYERS

DATE THURSDAY, NOVEMBER 14
TOPIC SUPPLIER SURVEYS: HOW DO YOUR SUPPLIERS RATE YOUR PERFORMANCE?
SPEAKER MICHAEL MOODY, CPIM, CPM
PLACE TBD
TIME 5:30PM REGISTRATION
COST \$15 MEMBERS / \$25 NON-MEMBERS
CONTACT DAN JOHNSON, (941) 751-6131 x231
OR EMAIL RESERVATIONS@APICSGULF.ORG

Please Join Us in Congratulating

Pam Carr

PGT Industries

Katrien Dolk-Etz

PGT Industries


Karen Stevens

Tropicana

Boyd Williams

PGT Industries

For Completing **C.P.I.M.** Certification!




Plug in to the
**Ultimate
Power
Source.**

2002 APICS International Conference and Exposition

It's Not Too Late to Save
Fusion: Knowledge and People is just around the corner. After September 27, registration fees will increase \$150. Don't be late—register today!

For details on general session speakers, educational sessions, the exposition, and discounted hotel rates, visit www.apics.org or call APICS Customer Support at (800) 444-APICS (2742) or (703) 354-8851.



October 27-30, 2002 • Nashville, TN

Workforce Education Partnerships

Training Dollars Available

Phil Guercio, CPIM, CIRM

Tropicana

Did you know that the Suncoast Workforce Board has resources available to assist you in attaining incumbent worker training?

If you have multiple employees requiring training to enhance their skills for retention or job growth then contact your local Jobs Etc. office in Bradenton, Sarasota or Venice. They will be happy to put you in contact with a workforce specialist who can assist you.

You can find contact information at the Suncoast Workforce Board web site at www.swdb.org or you can contact Beverly Stockton by phone at (941) 361-6090. *

Education

Save the Dates!

Have you already taken the Basics of Supply Chain Management, but haven't made the commitment to get your CPIM? Make this the year! Florida Gulf Coast has arranged for another round of CPIM review classes, and Master Planning of Resources will start on October 7. Now's the time to evaluate your priorities and make the commitment to enhance your professional development!

If you haven't taken the Basics and think you would be better served by a class where the focus is on learning new material as opposed to reviewing material, the Fundamentals course offerings may just be the ticket. Classes are offered in conjunction with MCC in both Bradenton and Venice.

Make a commitment to yourself this year, and end up a more knowledgeable and valuable employee! Call the contact names listed in the Calendar of Events on Page 2, or contact any of your board members for more information. You can also visit our website www.apicsgulf.org. *

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 \$

APICS

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

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

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

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

- a. Job Shop
- b. Process
- c. Remanufacturing
- d. Assembly
- e. Repetitive
- f. Discrete
- g. Nonmanufacturing

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

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

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

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

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

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

g. Number of Employees at Your Facility (Check one.)

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

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
 - b. Publicity
 - c. Programs
 - d. Membership
 - e. Employment
 - f. Seminars
 - g. Treasurer
 - h. Secretary
 - i. Newsletter

i. 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, 8:30 a.m. - 6:30 p.m. EST Monday through Friday.

Membership

Recognition Pins To Be Awarded at September PDM

Gene Soltis, CPIM
PGT Industries

Once a year we like to take the time to acknowledge those people in our chapter who have taken the time and dedicated their efforts to achieving their certifications. It is significant that for a chapter of 117 members that 40 have earned certifications. We also want to recognize service to APICS, those people that have been APICS members for 5 years, 10 years, etc. I will be announcing all of these names at our first monthly meeting of the 2002-2003 year on September 19.

Listed below are those members and their wonderful achievements. If your name is listed for a service award, or you do not have a certification pin, please pick one up at sign-in before the meeting. Listed below are all those names. If by some chance I have missed your name, I extend my apologies and please contact me so we can update our records.

I look forward to seeing you at the meeting, and congratulations to all!

CFPIM: Irene R. Downey, James M. Thompson

CPIM: Kenneth W. Alflen, Tommie Anderson, Ross B. Angell, Trudy L. Archer, James C. Brooksher, Catherine L. Cannon, Pamela A. Carr, Michael I. Charles, Jeffrey J. Cordes, Brian D. Dearden, Lawrence P. Demaria, Katrien Dolk-Etz, Valerie J. Fordham, John F. Freet, Peter D. Gagne, Glenn M. Grabau, Willie E. Griffin, Georgia C. Guercio, Philip A. Guercio, Anthony James, Tina M. Jensen, Karen L. Jones, Cynthia D. Kirchner, Steve P. Lavarta, Lee L. Litherland, Allan G. Orr, Stephen E. Potter, Mark S. Richey, Kathy A. Rose, Philip P. Safka, Joe Scheurer, Eugene P. Soltis, Karen A. Stevens, Leslie A. Torrison, Bradford J. Voss, David C. Whitaker, Janet A. Wickman, Boyd Williams, Lora Wolsfeld.

CIRM: Michael L. Charles, Irene R. Downey, Peter D. Gagne, Philip A. Guercio, Cynthia D. Kirchner.

25 YEARS: John M. Trimbach

20 YEARS: Cynthia D. Kirchner, David J. Kiseleski, Michael S. Greene, Valerie J. Fordham, Shirley A. Smith, Michael L. Charles

10 YEARS: Katrien Dolk-Etz, Lora Wolsfeld

5 YEARS: Wes Kolod, David Yepes, Eugene P. Soltis, Frederick Morgan, Elias T. Kirche. Pamela A. Carr. *

Company Coordinators

ASO CORPORATION

Lee Stephens (941) 379-0300

FLORIDA GULF COAST UNIVERSITY

ELIAS KIRCHE (941) 590-7325

FOX ELECTRONICS

Joe Denison (941) 693-0099

PGT INDUSTRIES

Jeff Cordes, CPIM
(941) 486-0100

TROPICANA

Phil Guercio, CPIM, CIRM
(941) 742-2770

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

Mastering the Metrics Maze

SPEAKER:	Steve Melnyk, CPIM	DATE:	September 19, 2002
LOCATION:	Rosedale Golf & Country Club	TIME:	5:30pm Registration
COST:	\$15 members / \$25 non-members		6:30pm Dinner
			7:30pm Presentation

Directions to the Meeting:

From Bradenton:

Take 301 Southeast. Turn left onto SR-70. Continue on SR-70 past I-75. Turn left onto 87th Street East (Rosedale development's entrance). Follow the signs to the country club.

From Naples:

Take I-75 North to Exit 217A (old 41A) SR-70. Turn right onto SR-70. Turn left onto 87th Street East (Rosedale development's entrance). Follow the signs to the country club.