

# Western Mass Chapter #19

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[www.wmass-apics.com](http://www.wmass-apics.com)



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## “*Oliver Wight Class Checklist for Business Excellence – Sixth Edition*”

David Goddard – Oliver Wight Americas

February 19, 2008



The *Oliver Wight Class Checklist for Business Excellence – Sixth Edition* represents the latest checklist offering from Oliver Wight Company. As our many Class A clients have achieved the milestone of Class A against the Fifth edition, the high bar has been raised for business performance. In keeping with our reputation of field-proven best practices, this new book continues to help companies assess their current state and provide guidance for continued performance.

Please plan to attend this one-hour presentation by David Goddard on the sixth edition. David has been a principal with Oliver Wight Americas for ten years and a member of the global team that is responsible for the content of the sixth edition. David will review why this most recent edition was needed as well as the significant changes that have influenced the design and content of Oliver Wight’s sixth edition of their ABCD Checklist.

*Please see page 7 for meeting registration, location and travel direction information.*

### President’s Message

The big news in our APICS world this month is the recently announced membership dues increase. For those renewing after April first, professional membership will now cost \$200 per year. (See the special article inside this newsletter for more on the changes).

Personally, I believe that APICS membership is a bargain at any price. Whether you agree with me about this new cost versus value proposition or not, one thing is for sure – you should make every effort to get the most benefits possible from your membership. There are many ways that you can do this, from participating in traditional programs like seminars and monthly PDMs to taking advantage of some of the newer benefits like the partnerships with the AMA and Aberdeen Research. However, there is another very effective way to enhance your own personal and professional development: get involved in the management of your local Chapter.

I know that for most people this is a daunting idea. However, I can assure you that if you take the risk you will find the experience very rewarding. You will have great opportunities to work with other talented people, to learn new administrative skills, and gain a genuine sense of accomplishment. You may even have fun. We would love to have you join us.

If you have ever thought about helping out – now is the time to do it. Please contact me personally and let me explain how, with a surprisingly small investment of time, you can expand your personal horizons and make a lasting contribution to the success of our local chapter.

Best regards,  
Bruce Chartier

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**APICS, The Association for Operations Management** is a worldwide, respected, not-for-profit organization with nearly 60,000 members. **Our Chapter is one of 270 chapters in North America.** We have approximately 300 members and more than 100 member companies. We are dedicated to helping you.

## **“Sound Strategic Planning: Avoid Exclusionary Thinking”**

**by Ira Smolowitz, Ph.D.**

-- Take yourself as you are, whole, and do not try to live by one part alone and starve the other.<sup>1</sup>



The above prudent advice should in my opinion, be extended to corporate strategic planning. To do so requires recognition of a common strategic error.

This is the “tyranny of OR,” a phrase coined by Jerry Porras and Jim Collins in *Built To Last*, a study of very successful visionary companies. The most successful companies—and nonprofit organizations—reject the tyranny of OR, and embrace the “genius of AND.” That is, instead of choosing activities that are either mission-driven or profit-driven, they develop programs and services that are both.<sup>2</sup>

The either/or mentality is reinforced by the almost myriad of choices that confront all of us. For example, Car A has many features but is rather expensive. House B is in a desirable neighborhood, but is not close to the work place. Consider the following:

Humans accept trade-offs because, frankly, it’s the easy thing to do. But breakthrough innovation often comes from challenging the “either/or” status quo and seeking solutions that harmonize seemingly conflicting choices. The engineers at Palm Computing, for example, were famous for refusing to accept the “fact” that a useful computer couldn’t fit in the palm of a hand.

In an engaging new book, *The Opposable Mind*, Roger Martin argues that this ability to craft solutions out of two opposing ideas is a core skill of innovative thinkers. Martin, who is dean of the Rotman School of Management at the University of Toronto, came to this epiphany while interviewing more than 50 successful leaders in his consulting and academic work, including some of the most successful executives and entrepreneurs in North America.

The book cotes examples of opposable thinking that anyone can relate to. Isadore Sharp founded the Four Seasons hotel chain by challenging the assumption that successful hotels had to be either functional and impersonal or friendly but lacking in amenities.

Sharp came up with the idea for a midsize hotel chain that offers the attentive customer service of boutique lodges along with the high-end resources that business travelers expect. He made a successful bet that business travelers would pay a premium for that distinctive combination, and today the Four Seasons is one of the great brands in travel.<sup>3</sup>

On March 21, 2005, Kevin R. Moore gave the Okoboji High School National Honor Society Induction Speech. He cites what I consider to be a powerful example of ‘either-or’ thinking.

Once I was going through the security line at Sea-Tac airport and I came upon two women screaming at each other. One was a mother, who was demanding that she be let through the scanners to get a package to her son. The other was a security guard refusing the mother through because she didn’t have a ticket.

They stood there the entire time I was in line yelling back and forth.

The “third way” in this situation is obvious: the package could have been given to a security guard or a passenger in line. I could tell, though, that neither person wanted to take the time to step back and think about the situation. They had their position, and they refused to budge. This kind of situation happens everyday. Get good at spotting it. Get good at diffusing it. Every great book about management and leadership brings it up. Every great manager I have ever worked with has mastered it.<sup>4</sup>

The publication *Financial Times* well states:

The modern world is an ever-changing mass of contradictions. Reconciling them is fundamental to success, whether in business or in life. As F. Scott Fitzgerald wrote: “The ability to hold two opposing ideas in mind at the same time and still retain the ability to function is the sign of a first-rate intelligence.”<sup>5</sup>

Here is my summary of the advantages of “and” thinking vs. “either/or” thinking:

<u>Aspect</u>	<u>“And Thinking”</u>	<u>“Either/Or Thinking”</u>
• Tends to be dictatorial	no	yes
• Promotes flexibility	yes	no
• Multi-dimensional	yes	no
• Greater probability of considering	yes	no
• all salient aspects of problem	yes	no
• Engenders employee input	yes	no
• Promotes higher morale	yes	no

### **References**

1. Stuart, Erskine Janet “Other Comments,” *Forbes*, January 7, 2008, p. 18.
2. Durel, John “Mission and Profit,” published by QM2, downloaded from <http://www.qm2.org/mbriefs/brief30216mp.html>, 1/7/08, p. 1
3. “Seeing Opportunity in Contradiction,” *Innovations*, downloaded from [http://innovations.ziffdavisenterprise.com/2007/12/seeing\\_opportunity\\_in\\_contradi.html](http://innovations.ziffdavisenterprise.com/2007/12/seeing_opportunity_in_contradi.html), 1/7/2008, p.1.
4. Moore, Kevin R. , Okoboji High School National Society Induction Speech, 2005, downloaded from <http://j832.com/nhsf>, 1/7/2008, p.3.
5. Evans, Richard, “The Either/Or Dilemma,” published 12/19/07 in *FT.com* (*Financial Times*), downloaded from <http://www.ft.com/cms/s/o/bd>, p. 1

***Dr. Ira Smolowitz is a Professor of Finance at American International College, Springfield, MA***

***The views and opinions expressed in Ira Smolowitz, PhD articles do not necessarily reflect the views and opinions of the Western MA Chapter#19,Inc***

## APICS Announces New Membership Dues Structure

The APICS Board of Directors approved a new membership dues structure beginning April 1, 2008. The focus for APICS has always been on providing the value that members seek to improve their on-the-job performance, advance in their careers, and thrive as operations management professionals. The new dues structure will provide greater support and resources to APICS partners who deliver programs locally.

Member association dues will increase from \$110 to \$150 for professional members. Chapter dues which in the past have varied from chapter to chapter will be standardized at one rate of \$50. Our chapter dues have been held at \$25 for many years, and through various other dues increases by Society.

Since we have not sought a chapter dues increase, and thanks to you, our members and companies, we have been one of the more successful chapters in the region, we plan to offer a \$25 voucher for each renewal from April 1, 2008 through March 31, 2009. That would also be 1 for EACH member in a corporate membership.

These will be totally transferable and can be used for any of our chapter programs – a monthly PDM meeting, a seminar, a certification class, etc. They will be valid at least through June 2009 and will serve to alleviate some of the impact of the dues increase.

Enterprise Membership/Group Membership (*formerly called Corporate Membership*) will be revised to a sliding reduced scale structure. Starting with a minimum of 5 members (as previously), you will now be able to specifically add any number of additional members, with lower rates when there are 25 or more members from that company. The following chart shows the rates.

Total # of Members	Amount Per Member	APICS Corporate	Local Chapter
5 – 24	\$200	\$150	\$50
25 – 99	190	\$140	\$50
100 >	180	\$130	\$50

## **SAVE BIG BY PREPAYING NOW!!!**

The new dues structure will take effect as of April 1, 2008. If you would like to realize some appreciable savings, renew early, and for as many years as you like before April 1, and take advantage of the current rates. Many of us did it at the last rate increase, and the savings here are much more substantial. We will continue to offer the best value-added speakers and programs possible and are aggressively seeking other ways to provide extra benefits for any and all members. We have some interesting ideas proposed, and will inform you as soon as anything is solidified.

APICS members benefit from these new and enhanced programs and services:

### Local Chapters

APICS chapters offer localized services, which may include educational programs, certification review courses, career placement opportunities, plant tours, and networking. With greater resources from the new dues structure, chapters will have the opportunity to reinvest in member services.

APICS is pleased to add value to membership with these new and enhanced programs and services for members.

## Educational Programs

### Updated! APICS International Conference & Expo

APICS is revitalizing our annual conference and elevating the experience with more plant tours, integrated learning paths and key industry presenters. Also, new this year, APICS members can ensure they have today's marketable skills with a visit to the new APICS Career Fair. Members save 10 percent off registration. Learn more at [www.apicsconference.org](http://www.apicsconference.org).

### New! APICS Live Learning Center

The APICS Live Learning Center gives APICS members and conference attendees unlimited, complimentary access to presenter manuscripts and PowerPoint presentations from the educational sessions. An audio file compilation of APICS 2007 educational sessions is available for purchase. Members and conference attendees can visit [www.apicsconference.org](http://www.apicsconference.org) or contact an APICS Customer Support associate at (800) 444-2742 or (703) 354-8851 or [service@apics.org](mailto:service@apics.org).

### Updated! APICS Webinars

APICS Webinars provide convenient, online educational opportunities for members. More topics and expanded offerings are available. APICS also presents Webinars for volunteers and chapter leaders. A number of APICS Webinars are available on demand at member savings and free of charge at [www.apics.org/webinars](http://www.apics.org/webinars).

### Updated! APICS Career Center

The APICS Career Center is the online resource for operations management resources. Now the Career Center will host career development Webinars led by recognized career development experts offering practical tips on resume writing, career transition, and professional development. Only members post their résumés for review by potential employers and subscribe to job alerts service. Members also receive discounts on job posting packages. Members have full access to the online APICS Career Center at [www.apicscareercenter.org](http://www.apicscareercenter.org).

### Updated! APICS Courseware

APICS is expanding its APICS-developed course offerings including

- Finance for Operations Managers
- Global Sourcing
- Continually updated APICS courseware
- Major updates to APICS CSCP and APICS CPIM courseware in 2008
- Annual updates from 2008 forward.

### New! APICS/SAP Benchmarking Study

The APICS/SAP Benchmarking Study enables member companies to compare productivity through joint study. Complete the study online at [www.apics.org](http://www.apics.org).

### Updated! APICS Webinars

APICS will provide enhanced APICS Webinars, featuring more APICS Webinars-on-Demand and expanded offerings on current, relevant topics.

### New! AMA Business and Management Training

APICS members can enhance their competitive edge with business and management training through the American Management Association, the leading force in business and management education. APICS members receive up to 30 percent off training along with news and Web site access. Visit [www.apics.org/benefits](http://www.apics.org/benefits).

### New! APICS and IBF Sales and Operations Planning Conference

APICS and IBF will cohost the Sales and Operations Planning Conference, located at the Renaissance Chicago O'Hare Suites Hotel in Chicago, Illinois, on June 19-20, 2008. The comprehensive sales and operations planning conference, "Best of the Best," will offer 10 different sessions for professionals on S&OP topics. Register at [www.apics.org](http://www.apics.org).

### Member Benefits

#### Updated! APICS Magazine

APICS magazine provides practical, industry-leading information with articles written by award-winning journalists. APICS magazine will introduce a new mix of digital and print content including:

- Seven issues of the magazine during the year, with a greater, enhanced digital presence on the APICS Web site.
- More timely and valuable news updates online and via e-mail in between issues of APICS magazine.
- An enhanced digital version of the magazine that is more visually appealing to those who access the information online, enabling more reliable and timely delivery of the magazine to international members.

APICS magazine 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. Members receive print copies in the mail, and can also read APICS magazine online at [www.apics.org/resources/magazine](http://www.apics.org/resources/magazine).

### Welcome New 2008 Chapter Members

<b>Disston Company</b> -	Lori Lovett
<b>Hardigg Industries Inc</b> -	Joseph Donarunia Ruth Kirkendall William Lannon Larry Otto Jim Verne
<b>Mayhew Steel Products Inc</b> -	Joe Crooker Karie-Ann Geiser Kideng Hochrein Clarice Kislo
<b>Savage Arms</b> -	Gene Dunn Greig Caroll
<b>Sealed Air Corporation (US)</b> -	Tim Boussay Rich Cecchi Lucy Coulombe Carol Eggleston Ken Elliott Tina Glaskow Misty Macnamara Matthew Maggipinto Carrie Mickiewicz Chris Paro
<b>Super Brush LLC</b> -	John McGinnes James Nowak Dale Wojcik
<b>UTC-Hamilton Sundstrand</b> -	Mike Andrews
<b>W.F. Young Inc</b> -	Melissa Newsome
	<b>AND</b> Dave Billings

### CIRM

APICS will discontinue offering the APICS Certified in Integrated Resource Management (CIRM) program on June 1, 2008. Content of APICS CIRM program will continue to be recognized as a valuable part of the APICS body of knowledge and APICS will continue to maintain information on the APICS CIRM program.



Individuals with the APICS CIRM designation will not lose their certified status. APICS will maintain its records of all APICS CIRM exams taken and all APICS CIRM designations earned. APICS will also continue to recognize individuals who have earned the APICS CIRM designation and verify APICS CIRM status in response to employer inquiries. Individuals who have earned the APICS CIRM designation will be encouraged to continue to use their credentials

The APICS CIRM examinations will continue to be offered until June 1, 2008, and candidates in process will have until that date to pass the examinations they need to receive their certification. If you wish to pursue the APICS CIRM designation before the program is discontinued, be sure to take the remaining required exams before June 1, 2008. If you are unsure of the specific exams that you still need to pass to earn your certification, please contact APICS in writing to request your exam history.

#### CIRM Modules

Candidates must pass all exams for the following modules

[Enterprise Concepts and Fundamentals](#)  
[Identifying and Creating Demand](#)  
[Designing Products and Processes](#)  
[Delivering Products and Services](#)

Please contact Ed Kantor. CPIM at (413) 592-6895 or email: [edkan@juno.com](mailto:edkan@juno.com) to enroll or schedule a workshop.

## Standard for Excellence

CPIM provides a common basis for individuals and organizations to evaluate their knowledge of the evolving field of production and inventory management. The program has helped individuals and their organizations become more productive and competitive because it is designed to test candidates' in-depth knowledge of a variety of subjects specific to production and inventory management.



CPIM has helped more than 66,000 professionals

- Learn to predict outcomes more accurately and take actions that achieve results
- Gain peer and industry recognition
- Gain the knowledge to effectively and efficiently manage worldwide supply chain activities
- Achieve greater confidence and peer and industry

Please contact Ed Kantor. CPIM at (413) 592-6895 or email: [edkan@juno.com](mailto:edkan@juno.com) to enroll or schedule a workshop.

## APICS Certified Supply Chain Professional (CSCP)

APICS announces a new industry certification: The Certified Supply Chain Professional (CSCP), to be launched in conjunction with the APICS International Conference on October 16-18, in New Orleans. This will provide individuals with the skill set necessary to understand and manage the integration of activities within today's increasingly complex supply chains.

CSCP prepares individuals to effectively and efficiently manage supply chain activities that span across and beyond an organization's four walls leading to reduced costs and increased profits.

CSCP provides in-depth knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology, and physical logistics.

### BECOMING A CSCP CANDIDATE

CSCP exam candidates must meet one of the following criteria:

- B A or BS, plus 2 years of related business experience
- CPIM, CFPIM, CIRM, or C.P.M. plus 2 years of related business experience
- 5 years of related business experience.

Watch this newsletter for further announcements regarding APICS rollout of this program and Western Ma. Chapter schedule of Workshops.

## 2007-2008 CSCP Exam Dates and Important Deadlines

### March Administration

Exam Date: March 15

Eligibility Application Deadline: January 18

Exam Registration Deadline: February 1

### June Administration

Exam Date: June 21

Eligibility Application Deadline: April 25

Exam Registration Deadline: May 9

### December Administration

Exam Date: TBD

Eligibility Application Deadline: TBD

Exam Registration Deadline: TBD

No CSCP Exam Registration Fee Increase for 2008

### North American Fees

APICS Member: \$550 (US)

Nonmember: \$700 (US)

Exam Retake\*: \$350 (US)

**\*Candidates who didn't pass a prior APICS CSCP exam, or had an unexcused absence from a previous exam and forfeited the registration fee, qualify for the discounted retake fee**

Please contact Ed Kantor. CPIM at (413) 592-6895 or email: [edkan@juno.com](mailto:edkan@juno.com) to enroll or schedule a workshop.

## Calendar of Events 2007 – 2008

Speaker: Michele Burch

Topic: "Lean Ideas from UMASS"

March 18, 2008

Location: Yankee Pedlar  
Holyoke, Ma.

Speaker: TBD

Topic: TBD

April 22, 2008

Location: Yankee Pedlar  
Holyoke, Ma.

Speaker: Bob Stahl  
R.A. Stahl Company

Topic: Building to Customer Demand

May 2008

Location: Yankee Pedlar  
Holyoke, Ma.

### *APICS Membership Benefits*

Certification Programs	Member-Only Content
APICS Magazine	Ask APICS
APICS Bookstore	Educational Events
Electronic Discussion Lists	APICS Career Center
Unique Services and Discounts	

Joining APICS is quick and easy. Join today and start start enjoying benefits of membership.

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# February 19, 2008

**Location:** **Yankee Pedlar - Holyoke, Ma.**

**Agenda**

Networking:	5:30-6:30 PM
Speaker:	6:30-7:30PM
Business Meeting:	7:30-7:45PM
Dinner:	8:00PM

**Registration**

Members:	\$25.00
Non-Members:	\$30.00
Retirees:	\$17.00
Students:	\$17.00

**Reservations**

Contact Jack Perazella  
(413) 527-2842, or reserve online at [japer@juno.com](mailto:japer@juno.com)  
No later than Saturday, **February 16, 2008**

DIRECTIONS to Yankee Pedlar at intersection of routes 5 and 202 in Holyoke:

From I-91 North:

I-91 to Exit #16 for Rte 202. At end of ramp, bear right and proceed about ½ mile down to Rte 5. Yankee Pedlar is to the left just across the intersection.

From I-91 South:

Exit #16 for Rte 202. At end of ramp bear left and proceed as above.

From Mass Pike:

Exit 4 for I-91. Take I-91 North to Exit 16 and proceed as above.