



November 2011

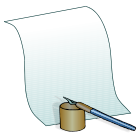


www.apicsutah.org

PRESIDENT'S MESSAGE

By Kris Baird

2011-12 Salt Lake Chapter President



It's an amazing time to be an APICS member, especially in the Salt Lake Chapter. This year's Programs Committee is off to a great start. Our monthly dinner meetings and plant tours are scheduled through April of 2012, with the next meeting being a tour of L-3 Communications on Wednesday, November 16th. It will be an exciting, seldom-seen view of how L-3's military products are produced and what our men and women of the armed forces see and do when they use L-3's products.

Our October Professional Development Meeting was outstanding. Kevin Rohwer's presentation on World-Wide Supply Chain Management in the Thrill Ride Industry provided great insight not only into how S&S Worldwide has moved into top echelon of the international thrill ride industry, but also how adaptation, flexibility, and adherence to APICS's core principles help improve both organizations and individuals.

Last month, we published a member survey to better understand our member's needs. We happily share those results with you in this newsletter, and will do so further in our upcoming member meetings. We learned that members

want the typical Supply Chain Management subjects discussed in our upcoming PDM's (Demand Management, S&OP, Lean), and that we need to add APICS Certification information topics to our PDM's. We also received great suggestions for plant tour opportunities for this summer at some of our member's companies.

Some students at Weber State, Utah State, and Utah Valley Universities have expressed an interest in APICS and participation in Chapter activities. We welcome all students into the Chapter and look forward to having them attend our meetings and tours. Please look for them at our activities and be ready to answer their questions regarding the Operations and Supply Chain Management career field.

Finally, our Chapter was proud to help sponsor Utah State's recent 2-day Partners in Business - Operational Excellence Seminar, where Lean, Continuous Improvement, and other topics were presented. Please check out the past (as well as future) Partners in Business at www.partners.usu.edu.

See you at L-3 Communications on November 16th. You will have a great learning and networking experience.

INSIDE THIS ISSUE:

November PDM:	2
Plant Tour at L-3 Communications	
Contributor Article:	3
On-Time Shipment Performance	
Membership:	4
Chapter Survey Results	
APICS International Conference & CSCP Course Offering	5

Upcoming Events:

January PDM: Guest Speaker Stanley Prueitt

February PDM: Guest Speaker John Boyer

March PDM: Plant tour at 1-800-Contacts

April PDM: Top Management Night with Guest Speaker Mark Messick

Calendar of Events also on www.APICSUtah.org

APICS Plant Tour: L-3 Communications

WHEN:**Wed, Nov 16, 2011****5:30PM****WHERE:****L-3 Communications****640 N. 2200 West****Salt Lake City, UT****(meet at main lobby)****COST:****\$5 (includes pizza and soda!)****Payable at the door****RSVP by 11/14****RSVP CONTACT:***E-mail Adam Knighton*adam.knighton@varian.com**OR***phone: [801-973-5144](tel:801-973-5144)***OR***Pre-pay via PayPal:**Go to www.apicsutah.org*

IMPORTANT: Due to the sensitive nature of L-3's business, **ALL ATTENDEES MUST BE U.S. CITIZENS.** **BRING A U.S. BIRTH CERTIFICATE AND I.D. (OR A U.S. PASSPORT).**


communications
Communication Systems-West


Join the APICS Salt Lake Chapter on a special tour and product demo at L-3 Communications, Communication Systems – West. Located in Salt Lake City, L-3 CS-W has provided cutting-edge secure communications to our government (U.S. and others) for over 50 years. From unmanned vehicles to warfighter communication devices, L-3 has been a vital part of our nation's defense capabilities.

This is an exciting, seldom-seen view of not only how L-3's products are produced, but also how they are used and what the men and women protecting our country see when they use L-3's products.



On-Time Shipment Performance

Tip From Contributing Management Education & Consulting Professional

By John E. Boyer, Jr.

Every company that I've ever worked with is interested in on-time shipment performance. I'm sure you are too. In the last article we discussed date management and defined the three essential dates for sales orders: 1) request, 2) promise, and 3) current. In this article I'll explain how to use these to measure on-time shipment performance.

First, it is "shipment" performance, not "delivery" performance. Shipment performance means the date that the goods are off our dock. Delivery performance means the date that the goods are on the customer dock. The reality is that measuring shipment performance is much easier to do, while delivery performance is much more difficult to do. Most companies measure (and call it) shipment performance. When promising the shipment date, the anticipated transit time is considered in the difference between the off-dock and the on-dock dates. Second, over the years we have learned that it is much easier and equally meaningful to measure on-time shipment performance based on what has shipped and not what was supposed to have shipped. In other words, based on what was shipped in a period of time, the on-time shipment percentage is calculated.

Third, when the question "what is our on-time shipment performance" comes up, there are always three answers ... not one ... THREE! The three are addressed by being more specific with the questions:

- Did we do what the customer wanted? The answer: measure relative to the REQUEST date.
- Did we do what we said we would do? The answer: measure relative to the PROMISE date.
- Are our system dates valid? The answer: measure relative to the CURRENT date.

Fourth, know how the math works. Anyone in the company who is interested in on-time shipment performance (and that should be nearly everyone) needs to know what it means. Is it dollar based? Unit based? Order based? Order line based? What about partial orders? What about partial order lines? And so forth. There is not one right answer on how to do the math, but there needs to be an answer ... a way to do it ... that everyone agrees with and is adopted as a company standard.

The chart below shows a way to do it based on units shipped for a period of time. The first section shows all of the order lines shipped. The second section shows if the order line was on time relative to the three dates. The third section computes the on-time shipment percentage, and shows the "answer" for each of the three questions.

	Order No.	Line	Shipped	Ordered	Request	Promise	Current	Actual
1	1001	1	500	500	5-Aug	5-Aug	5-Aug	5-Aug
	1010	2	850	900	2-Aug	5-Aug	5-Aug	5-Aug
	1200	4	2,945	3,000	29-Jul	5-Aug	5-Aug	5-Aug
	1500	3	600	600	30-Jul	3-Aug	5-Aug	5-Aug
	1600	2	450	500	5-Aug	5-Aug	5-Aug	5-Aug

	Order No.	Line	Shipped	Ordered	Request	Promise	Current
2	1001	1	500	500	Y	Y	Y
	1010	2	850	900	N	Y	Y
	1200	4	2,945	3,000	N	Y	Y
	1500	3	600	600	N	N	Y
	1600	2	450	500	Y	Y	Y

	Order No.	Line	Shipped	Ordered	Request	Promise	Current
3	1001	1	500	500	500	500	500
	1010	2	850	900	0	850	850
	1200	4	2,945	3,000	0	2,945	2,945
	1500	3	600	600	0	0	600
	1600	2	450	500	450	450	450
			5,345	5,500	950	4,745	5,345
					18%	89%	100%

Fifth, make sure the on-time shipment report is obtainable as a "canned" report from your business system. It should NOT be a time consuming project in post-processing data in a spreadsheet. The performance report should take only a few clicks given the appropriate run parameters, and the resulting report presents the data in a fit-for-use condition.

Finally, make sure the information is charted, communicated, and reviewed appropriately with all company people. Use it to create awareness and drive performance improvement. Impress upon people that on-time shipment performance is a clear competitive advantage and is critical to the future of the business.

John E. Boyer, Jr., President, J. E. Boyer Company, Inc.
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MEMBERSHIP – *Chapter Survey*

Greetings, fellow Operations' professionals!

Last month, we published a member needs survey in hopes to better understand our customer – you.

We are happy to share those results with you this month and would like you to know that our volunteer staff is busy incorporating the changes necessary to carry out these suggestions. Again, thank you for taking the time to respond.

Survey Question Asked	Survey Response (summary)
How did you first hear about APICS?	Colleague or Supervisor
What type of communication is best for notifying you of upcoming chapter events?	Email
How many meetings have you attended in the past year?	2
I would attend more meetings if they were:	At a different location, day or offered on the web
What topics would interest you for our meetings?	Supply Chain or Demand Management, S&OP, Lean, and APICS certification
Would your company be willing to host a plant tour for the chapter, do you know of a good option?	Yes, three new tour sites were discovered
What are we, as a chapter, really doing well?	Needs Improvement
What could we do better?	Timely communication, meeting location and education schedule
If you have heard a really good speaker outside APICS, please tell us who it is and how we can get in touch with this person.	Barack Obama, likely cannot get in touch with him
Are you interested in taking APICS courses or getting APICS certification?	Yes, over 70% in fact

We take your feedback serious and continually review our leadership plans to support the optimal experience. A clear result of these actions is the communication of what you can expect, whether you are a member or not, so this month please take note of the new events and courses offered. We will continue to update you with new information as it becomes available.

Winners of last month's survey participant prize drawing include chapter members Andrew Nef, Andrea Marietta and Scott Perry. Thank you all for your participation, and congratulations!

If you need something from us, please feel free to reach out to the Salt Lake APICS chapter with your suggestions, questions or general inquiries. Additionally, if you have interest in developing new skills and would like to offer assistance, please feel free to volunteer. Let us know!

Email: chapterpresident@apicsutah.org

2011 APICS International Conference Update

APICS CONFERENCES: Sharpen your Skills and Connect with Piers

Leverage the broad range of APICS conferences that provide relevant and applicable education on today's most pressing topics—including global supply chain management, operations management in a changing economy, and sales and operations planning. Improve your functional knowledge, and network with key supply chain and operations management professionals from across the globe.

Chicago, Ill. (November 7, 2011) – APICS The Association for Operations Management just wrapped up its 2011 Conference & Expo in Pittsburgh, Pennsylvania, USA. Attendees from 37 countries learned techniques for achieving sustainable productivity and exchanged ideas on risk and change management and covered the latest in leadership and professional development information.

Conference attendees from diverse industries across the globe benefited from more than 100 educational session presenters and 65 exhibiting companies. Conference sponsors Eaton, Glovia International, Oracle, and PwC shared results, applications, and knowledge to help conference attendees achieve their professional goals and improve their employers' bottom-line productivity through effective global supply chain and operations management.

“With the APICS International Conference & Expo, we aimed to provide relevant education to help attendees and their employers achieve sustainable productivity and meet customer demand in today's marketplace,” said APICS chief executive officer Abe Eshkenazi, CSCP, CPA, CAE. “We could not achieve this goal without the help and commitment of our many volunteers, conference presenters, exhibitors, and sponsors.”



Empower Yourself

- Get Real-World Knowledge and Experience
- Make Professional Contacts
- Explore Career Opportunities

APICS
The Association for
Operations Management

Local CSCP Course Offering

Course: Certified Supply Chain Professional (45 Hours)

Dates: January 11 - March 21, 2012

Days: Wednesdays

Times: 4:30-8:30 PM

Location: WSU Training & Learning Center, (915 W 1000 N, Layton, UT)

Instructor: Bill Webb

Cost: \$1,295.00 (Includes course materials)

Follow this link to register: www.weber.edu/businesstraining. Look under the Heading "What's New" and click on the CSCP link for course details.