

Program:

**Lean Six Sigma
Performance Metrics**



It has often been said that we cannot manage what we do not measure. But measurement is not in itself sufficient, and we must first ensure that we are measuring the right things. Next we must identify the appropriate standard to benchmark against. Finally, we must initiate corrective action where there are gaps between what was planned for versus the actual results. The facilitator will utilize a combination of slideshow presentation, hands-on individual and team exercises, roundtable discussion and summary Q&A to accomplish the following learning objectives:

- Identifying traditional metrics that promoted dysfunctional behavior
- Adopting improved metrics consistent with the concept of integration
- Understanding the balanced scorecard (BSC) approach
- Learning benchmark approaches such as historical, competitive, world class and best practice
- How to utilize the Kano Model to respond to the voice-of-the-customer (VOC)

Presenter:

Michael D. Ford, CFPIM, CSCP, CQA, CRE, CQE
Principal of TQM Works Consulting

Michael D. Ford, CFPIM, CSCP, CQA, CRE, CQE, ACPF, CPSM is Principal of TQM Works Consulting. He provides innovative solutions, based on 30 years of experience in retail, distribution, manufacturing, and consulting. His work history includes software implementation, business planning, inventory control, distribution planning, and corporate training. This includes a broad range of experience from ETO (Engineer to Order) to MTS (Make to Stock), as well as non-profits, service, and Department of Defense.

He has presented at over 310 industry events throughout the U.S., Canada, Nigeria and S. Africa, and has provided over 5,000 hours of classroom training. Ford is a frequent speaker at local, regional and international events for groups including the ASQ, ISM and APICS.

Ford is a 2016 graduate of Binghamton University, earning a M.S. in Industrial & Systems Engineering. Ford combines his technical expertise with personal skills, to develop a unique “outside the box” approach to life’s challenges. He is a charismatic speaker who specializes in delivering training that is “edu-taining.”

Ford has been recognized as a “subject matter expert” (SME) within the field of operations management, and served on the review team for APICS CPIM courseware updates, and as an SME for the APICS Principles courseware updates.

Educational Dinner Meeting
Joint Meeting with APICS Buffalo

**Wednesday,
November 9, 2016**

Salvatore’s Italian Gardens
6461 Transit Road @ Genesee St.
Depew, NY 14043

5:00 - 6:00 p.m.... Registration, Cash
Bar, Vendor Displays & Networking
6:00 - 6:50 p.m... Dinner
6:50 - 8:15 p.m....Program & Meeting

**Dinner Menu
Entree Choices:**

- 1) Chicken Parmigiana
- 2) Classic Lasagna (no meat)
Caesar Salad
Cheesecake with Raspberry
Topping

\$30.00 - Members
\$35.00 - Non-Members/Guests
\$20.00 - Full-Time Students

***Reservations with entree choice
requested by Nov. 4th*** but will be
accepted later.

**ismbuffalo@roadrunner.com
or (716) 648-0972**

**Please cancel if unable to attend.*

EARN (1) CEH



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Mission Statement

The Mission of ISM-Buffalo, Inc. is to advance the purchasing profession through high ethical standards of conduct and fairness and to encourage the social and educational opportunities of its members to be effective as possible in their profession.

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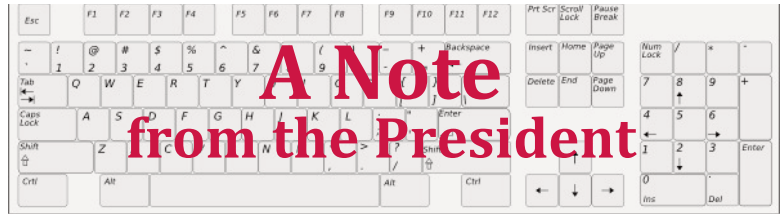
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Dear Members, Colleagues, and Friends,

Somehow we are rolling into November already! On this month's calendar, we have our first joint meeting with APICS for the program year. Michael D. Ford, CFPIM, CSCP, CQA, CRE, CQE, ACPF, CPSM- Principal of TQM Works Consulting is going to share a program with us on the topic of Lean Manufacturing.

Everyone touts the benefits of lean manufacturing and while the principles behind it are great, the actual execution can be extremely challenging. With setting up any new practice, the key to success is synergy. In this instance, that means we need buy in from management, employees, and suppliers. A company needs to be working towards common goals and ensure maintenance of the programs that they implement. It's much more than a set it and forget it mentality. This is an important point. Forecast quantities can only be determined just so well. Adjusting numbers as needed, taking into consideration fluctuations and shortages in supply, lead time, and pricing structures are critical to the effort in preempting part shortages. Kanbans, VMIs, blanket orders, and contracts, need to be periodically reviewed to ensure that they are still supporting the initiative.

Becoming lean truly requires an entire culture change of a company. I recall when a company I worked for began lean initiatives. It took a lot to get used to and the production operators were so shell shocked by the implementation that they would hide "extra" parts in their drawers and overfill their bins for fear of running out. The system could not work as intended if people didn't trust in it. Frankly, a lot of people just didn't understand how it was supposed to work or why we were doing it. Many operators really enjoyed doing certain jobs and so that's what they did all day long regardless if that is actually what was the best use of their time. Oftentimes, material control would call me regarding "part shortages" that should never have been shortages in the first place.

In going lean, subassemblies should only be made in the quantities that you actually need for the day. People sure do seem to like making subassemblies. I remember how people loved sitting there and cutting all of our tubing into 2" pieces, crimping terminals on a week's worth of wire harnesses, and putting foam on every gasket in house. They would put in low stock slips to request more parts from the warehouse just to make endless amounts of subassemblies.

To this day, if you were to visit the property where I used to work, that is no more, and you found a fitting on the floor, I could almost guarantee that it would have already had Teflon tape on it, because that's just how it was at the time. We had no inventory shortage. We just couldn't use the inventory that we had because we can't get the 12" pieces of tubing now since it was all cut up into tiny pieces. We couldn't make wire harnesses for the units that we needed to ship hot for a customer because the all terminals that we had were already crimped on different units that we had another part shortage on that couldn't be completed and shipped anyway.

It was frustrating to get a notification of a shortage on a screw only to go out to

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SOCIAL MEDIA COORDINATOR NEEDED

the production line with six different workstations to find an operator with one nearly empty bin, but five other bins on the line full to the brim. We had a lot of money tied up in inventory that we couldn't use readily enough to turn a profit because of these things. Certainly, tubing isn't too expensive, right? What if it's copper tubing? Any electronics buyer knows that terminals can have quite a long lead time, so crimping them onto harnesses that won't be used soon is a precarious proposition. We even had an issue where we couldn't for the life of us get a certain non-magnetic screw that we absolutely had to have because the magnetized screw caused motor issues. You just never can be certain what type of item can shut you down and it's not really the cost of the part that's the issue. It's the loss of revenue from not shipping/selling units. It's the cost of potentially losing customers and paying for labor on what you don't yet need that have the potential to bring a company to its knees.

Over time, the operators at my company learned to adapt to the changes, but in general people will always be resistant to change. Heaven forbid someone forgot to turn in or lost a Kanban card. Then, all bets were off. Lean manufacturing puts a lot of pressure on purchasing to perform within very tight criteria and requires a lot of faith in the process and the people to function as it should. It also requires very tight knit supplier partnerships. Being a lean customer forces a supplier many times to bear the burden of additional inventory in their stock in the case of a spike in demand since the inventory on hand at the customer is being kept at such a low quantity. There are changes and challenges that have to happen within all departments in going lean.

There are more items to be delivered and put away, yet less on hand. We are spending more time touching things, but yet still remain more efficient because everything has its place and we don't have to sort through piles to find what we need. This subject is one that is very interesting to me. I am really looking forward hearing Mr. Ford's presentation as there is so much to be said in praise of lean and so many questions on how to handle the challenges a company faces in becoming lean. I invite everyone to join us and to think of some of your own past or current experiences and share some thought provoking questions to make the evening exceptionally educational.

We appreciate your membership!

Martha Switzer, CPSM
2016-2017 President



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November 9 at Salvatore's
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TQM Works provides business consulting and customized training courses. This includes ISM, APICS & ASQ certification review.

2017 Membership Renewals Due

Dues invoices for the 2017 Calendar Year will be going out on November 1 so you have time to pay prior to year's end. Please watch for it and pay promptly.



New Credit Card Options

We have recently changed our credit card processing method to utilize the Square and will now be able to accept American Express in addition to other cards. Nancy will be able to "swipe" your card at the November and December dinner meetings for payment.

Leising Accepts Chairmanship

Heather Leising has volunteered for the position of Professional Placement Chairperson. Heather is the Corporate Purchasing Manager for NOCO with a focus on indirect spend. Previous to NOCO, Heather spent many years in the procurement field with Praxair and Candlelight Cabinetry and has been a member of ISM-Buffalo for two years.

If you are interested in looking for a new position, please forward your resume to Heather. If a job comes up and you look like a good match, Heather will contact you so that you can send your resume to the company. As always, this is a confidential service for members. Employers can also send their job postings/descriptions to Heather.



Heather Leising: hleising@noco.com.

Please welcome Heather and get to know her at our dinner meetings.

- Deb Hasley, CPSM, President-Elect

Invite Suppliers & Your Own Company to Advertise to Purchasers

Members are encouraged to spread the word to their marketing department that we offer opportunities to get their message out to our 200 members.



At our general meetings, we welcome a limited number of companies to have vendor "Tabletop" displays. For only \$150, vendors receive a table during our networking hour, a write-up in our *Buffalo Buylines* newsletter, and a meal at the program. A limited number of vendor spots are available at most of the meetings in our schedule.

This newsletter accepts "business card" advertising for only \$35 per month, or \$25 for multiple ad commitment. Other ad sizes available as well. We appreciate our advertisers and their continued support!

Contact our Executive Director Nancy Boyd Haley at ismbuffalo@roadrunner.com or (716) 648-0972 for the flyers and applications on either of these programs.

Volunteer for small tasks to help

ISM-Buffalo is looking for a group of dedicated volunteers to assist during our monthly dinner meetings.

Members can earn additional CEH credit towards maintaining their certifications for assisting in meeting duties such as photography, check-in, or the 50/50 raffle.



If you are interested in being part of this dedicated volunteer team, please contact Julie Cross, Julie.cross@thermofisher.com.

* Note: Other tasks are available for members to pitch in and help out. Ask one of the board members today about other roles including Programs and Membership recruitment and involvement.

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“Aspiring and Seasoned Chefs Present Inspired Cuisine...”



Dear Colleagues:

Reflecting upon our October event at the Niagara Falls Culinary Institute, I was (perhaps) goofily reminded of Cole Porter’s lyric from Anything Goes—it’s delightful, delicious, and de-Lovely. The high attendance of members and guests along with the tremendous feedback we received was **delightful**, the cuisine was **delicious**, and the tour and facility were **de-Lovely**.

A tip-of-our-hat to our hosts Ben Loomis and Dominic Fabrizio for an exciting, entertaining, and informative tour...and the Gelato was **AMAZING!**

- Jim Austin, CPSM



Top: Dr. Jay Walker of Niagara University enjoys a glass of New York State wine available at the NFCI Wine Boutique.



Left: Matt Swanekamp, CPSM of Niagara Blower enjoys a craft beer in one of the Labs (kitchens).



Left Bottom: A tour of the Atrium with NFCI’s Ben Loomis includes Savor, Barnes & Noble, Le Patisserie, and the Old Falls Café.

Below: President Martha Switzer, CPSM welcomes two new members - Brian LaPlante and Katie Dzielski of Multisorb Technologies.

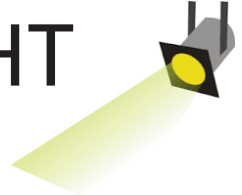


Photo credit: Christian Rightler

EVENTS OF INTEREST



SPOTLIGHT ON PROGRAMS



Wednesday, November 9, 2016

Educational Dinner Meeting - Joint with APICS
Salvatore's Italian Gardens
Speaker: Michael D. Ford, TQM Works
"Lean Six Sigma Performance Metrics"

Wednesday, December 14, 2016

Educational Dinner Meeting or Tour

Wednesday, January 11, 2017

Educational Dinner Meeting
My Tomato Pie Banquets, 3035 Niagara Falls Blvd.

Wednesday, March 8, 2017

Supply Management Month Executive Night
Vendor Fair & Dinner Meeting
Speaker: Robert Rich, III, President, ROAR Logistics
Topic: "Socially Responsible Logistics"

Wednesday, April 12, 2017

Educational Dinner Meeting & Joint Meeting with ASQ
Millennium Hotel

April 30-May 2, 2017

ISM International Supply Management Conference
Orlando, FL

Wednesday, May 10, 2017

Educational Dinner Meeting

Wednesday, June 14, 2017

Installation & Awards Dinner

June 2017

Golf Outing

November 9 is our first joint meeting of the season with our sister APICS. We will be at Salvatore's Italian Gardens—check out the brand new Delevan Hotel and Chandelier Bar!

Mike Ford is our guest speaker for this event. Mike will be speaking on Lean Six Sigma. First published in 2002, Lean Six Sigma is a methodology that relies on a collaborative team effort to improve performance by systematically eliminating waste of physical resources, time, effort and talent, while assuring quality in production and organizational processes.

Inasmuch as Lean Six Sigma applies cross-functionally across the organization, this is a great opportunity to introduce your colleagues to ISM-Buffalo with this timely and highly- relevant topic!

Get your reservations in early... by Wednesday, November 2 if at all possible.

I look forward to seeing you.

- Jim Austin, Director of Operations

Seeking CPSM or CPSD Certification?

Are you looking to pursue ISM professional certification in the coming year? Our Buffalo Affiliate is currently sponsoring a member to go through the "Train the Trainer" program with national so we can offer our members more opportunity to participate in review sessions and study groups to assist you in your educational goals.

If you are working on, or plan to work on, CPSM or CPSD certification, please drop us a line. We are gauging interest as we schedule the sessions for winter/early spring.

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