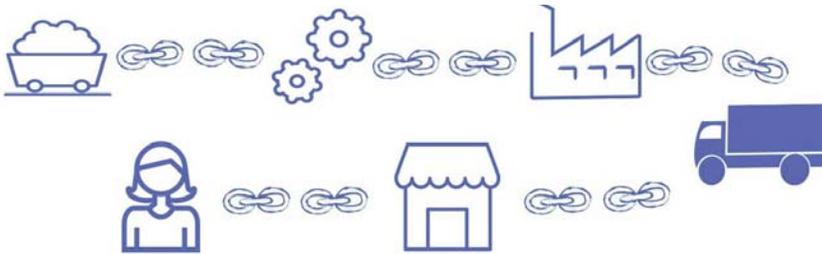


## Program:

# What's Happening in the Discipline of Supply Management



## Part I of II . . . .Background (Part I was conducted May 2017)

- Companies need a proper balance between operational imperatives and long-term strategic objectives.
- It is crucial to execute sourcing, procurement, and supply chain management to a strategic and high performing degree.
- Organizations are open SYSTEMS.
- Increase business impact down to the bottom line.
- Symptoms of an Ineffective Organizational Structure
- Why, What & How to Transition into A Real-Time Strategic Management Team . . . Top-Down, Bottom-Up, & Side-To-Side.
- "Structure Follows Strategy!"

## Part II will build on the above, and address the specifics of "How to do it" as to planning and integrating the strategic management effort into and part of the supply management function.

- o What five things do strong organizations do well?
- o Is there a framework that integrates the 5-Ws and 1-H of Success?
- o How do we "Map Our Territory?"
- o What are the six most difficult questions to ask?
- o How to assure that rather than positive change, confusion, anxiety and false starts result?
- o Learn more about the insidious power of the four-letter "F" word\*!

## About the Speaker: William M. Hayden Jr., Ph.D., P.E., CMQ/OE

William M. Hayden Jr., Ph.D. has been an academic member of ISM-Buffalo since 2011. He is an Adjunct Assistant Professor at the University of Buffalo and has taught the fundamentals of strategic quality, project, and operations management at the Jacobs Management Center for the past 18 years. Formerly the COO and Partner for WENDEL Companies in Williamsville, NY and President and Executive Quality Management Consultant for his own consulting firm in Jacksonville, FL for several years, Professor Hayden has a rich background in engineering and quality management.

His resume also includes Reynolds, Smith, & Hills, A/E/P where he served as Vice President of Quality Management and Greenhorne & O'Mara, Inc. where he was the



Professor Hayden continued on page 3

## Educational Dinner Meeting

Wednesday,  
January 10, 2018

The (Historic)  
Eagle House Restaurant  
5578 Main Street  
Williamsville, NY 14221  
(parking behind building)

5:00-6:00 p.m.... Registration,  
Cash Bar, Networking &  
Vendor Displays (see pg. 3)  
6:00-7:00 p.m... Meeting & Dinner  
7:00 - 8:00 p.m....Program

## Dinner Entree Choices

- 1) Chicken Marsala
- 2) Grilled Filet of Sirloin Steak
- 3) Haddock Dijonnaise
- 4) Vegetarian Option TBD

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

*Please reserve as early as possible...by January 2nd*  
Space permitting, reservations may be accepted later.

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

*\*Please cancel if unable to attend;  
if last minute to Nancy's  
cell 481-3528.*

**EARN (1) CEH**

## Buffalo Buylines

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[www.ismbuffalo.com](http://www.ismbuffalo.com)

### Mission Statement

The Mission of ISM-Buffalo, Inc. is to advance the supply management 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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## President's Message



The December Holidays are upon us; I hope everyone is ready for them and can enjoy their family and friends at this joyous time of the year.

We had a wonderful joint Holiday Mixer with ASQ (American Society for Quality) Buffalo Chapter at the Rusty Nickel. ASQ put on a wonderful dinner, music, and the cake was not only beautiful, but also delicious! Many thanks to Jenifer Enderle from ASQ for all her hard work to make this such a special event.

In 2018, we have lined up some very nice educational events.

- In January, Dr. William Hayden will be back to give us Part II of the program he presented last May on "What's Happening in the Discipline of Supply Management".
- In February, we will have Diana Southall speak on "How to Achieve Better Results with Team Accountability".
- March is National Purchasing/SCM Month. Our speaker will be Jim DeFilippis, Vice President/GM of NOCO Express.

As we close out 2017, I would like wish everyone a wonderful holiday season and hope to see all members at the ISM-Buffalo events in 2018!

Deb Hasley, CPSM/C.P.M.  
2017-2018 President

Members respond...

### Why do you value your ISM Membership?



"Membership in ISM-Buffalo has provided me an invaluable opportunity to learn about best practices in purchasing. It also affords me the pleasure of networking with purchasing professionals who face the same challenges that I do every day. ISM has been a resource for providing educational opportunities not only at the monthly educational dinner meetings, but also throughout the year. I'm confident that continued membership and participation will help me meet my professional goals."

- Connie Nellis, CPSM, Superior Group

"Being an active member of ISM-Buffalo affords you interaction with other professionals & training opportunities you need to remain a viable employee for your organization."

- John E. Domres, Sr., C.P.M., Cobham Mission Systems

"ISM gives me the opportunity to learn from my colleagues. I gain insight into both shared and unique Supply Management challenges. Most importantly, I get to hang-out with a great group of professionals!"

- Jim Austin, CPSM, University at Buffalo, SUNY

"I think the most important reason to join ISM is the resources/networking. It helps to have a network of contacts in similar jobs where you can ask questions. I have found the resources to be helpful."

- Heather Leising, NOCO

## Professor Hayden continued from page 1

Department Head of Quality Management. Professor Hayden's early career took him all over the country while working for the Town Engineering Department on tunnel construction, land development, and land survey projects.

In his pursuit of his passion for advanced education, Professor Hayden, has obtained four engineering degrees. He has an Associate in Applied Science (AAS) Highway and Bridge Engineering Technology from the SUNY at Farmingdale. From the Polytechnic Institute of Brooklyn, NY, he received both a Bachelor of Science (BS) and a Master of Science (M.S.) in Civil Engineering. Professor Hayden's Doctor of Philosophy (Ph.D.) in Engineering Management was attained through California Coast University.

Through his continuous involvement with the American Society of Quality, he is a Certified Manager of Quality/Organizational Excellence (CMQ/OE) 1 2 0 0 3. His contributions to the organization include ISO 9000 Study Task Force, Design & Construction Division, Quality Management Division, and Faculty Advisor for UB student branch. He also has a New York State Professional Engineers License.

As a longtime member of the American Society of Civil Engineers (ASCE) and Fellow to the association, he has made many publications to the organization most notably, 'Truth and Rumor' about the hydrologic cycle, 'How Can We Have a Good Conversation If You Keep Interrupting Me?', 'How to Transform Failure into Success: Forensic Management', 'Human Systems Engineering™: A Trilogy, Part I: Elephant in the Living Room', 'Human Systems Engineering™— A Trilogy, Part II: May The Force Be With You: Anatomy Of Project Failures', 'Navigating the White Water of Project Management', and 'Face Value: The Silent Diversity Challenge', winner of the 2002 award for Best Leadership & Management Paper. He also served as their Editor-In-Chief from 2012-2013. 'Human Systems Engineering™: A Trilogy, Part III: Managing Projects Successfully In A World of Uncertainty' is currently under development.

In addition to his written contributions, Professor Hayden has served on and been chair of ASCE committees such as Women and Diversity in Civil Engineering, Quality Improvement, and Peer Review. Professor Hayden was President of the Project Management Institute, Buffalo Chapter, from 1999-2001. He is cofounder of the Design & Construction Quality Institute, Design, Procurement, & Construction SIG, and The Design & Construction Division. He is the winner of the 1995 Marvin M. Black Excellence in Partnering Award for his construction project that best epitomized the principles of partnering. Professor Hayden has also volunteered for community roles on the Diversity Councils of both UB and the Town of Amherst.

## Vendor Display/Meeting Sponsor

January 10 at Eagle House

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# Welcome New Members

**Eric Charlton**

Account Manager  
BXI Consultants, Inc.

**Randy Cragun**

Asst. Professor of Economics  
Niagara University

**Neha Deck**

Senior Technical Buyer/Planner  
Multisorb Technologies

**Jianne DiPadova**

Purchasing Generalist  
VanDeMark Chemical Inc.

**Connor Kennedy**

Student  
University at Buffalo

**Barbara Madigan**

Purchasing & Supply Chain Manager  
Goodyear Tire & Rubber Co.

## Every Member... Get a Member



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Introduce an  
associate to join  
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Membership information - [ismbuffalo.com](http://ismbuffalo.com) or  
contact our office at (716) 648-0972 or  
[ismbuffalo@roadrunner.com](mailto:ismbuffalo@roadrunner.com).

In a first walkthrough of Tapecon I got to see labels being printed for my favorite watercolour paint, Winsor & Newton. Although they do much cooler stuff, that alone was enough to pique my interest. Tapecon is a contract manufacturer that focuses on Medical/Medical Device, Industrial OEM, Electronics and Military/Aerospace markets. Products include: single-use medical diagnostics, printed electronics, custom converted functional parts & shields, product identification, and other printed markings. Their Director of Operations, Michael Gebera, was gracious enough to sit down with me for a brief talk about his role in the company.

#### First eloquent question, what do you do?

Currently I provide overall operational direction for business strategies and all corporate initiatives in order to achieve maximum operational efficiency. I give input to the company direction, help establish financial objectives, monitor operational performance, and ensure company culture well-being. I lead operational departments of Estimating, Production Planning, Application Engineering, Supply Chain, and Manufacturing. I work closely with the President to execute strategic directives toward the company vision.

#### So how did you end up here, what was your path?

Prior, I have been in roles similar to this, but when I started at Tapecon it was mostly in estimating, which is basically determining the amount of time and material on a job; determining what the margins would be for the company. That's where I started. Over the years I've taken on more and more responsibility to the point where I went from Estimator to Senior Estimator, where I had other Estimators reporting in to me, and then from there I filled various roles working up the ladder at Tapecon.

#### Whether you call it Supply Chain or Purchasing or Procurement, how is that department set up?

In Supply Chain, we used to have 3 people. I was the Global Supply Chain Manager, and then I had someone specifically focusing on procurement, and someone focusing on tariffs, customs and other regulations. Since I've taken on my new role as Director of Operations, my function of Global Supply Chain Manager still applies, so I'm still fulfilling that role as well as the Director of Operations.

#### Do you see that set up changing in the next 3-5 years or do you think it's a pretty good arrangement for you?

I see as my role progresses that we'll probably need someone to fill the Global Supply Chain Manager role and hopefully I'll move on to other things.

#### You say Global Supply Chain, what is that; how would you describe that to someone in high school?

So that is someone who is managing all avenues of supply, whether it be from China into the States or from us shipping product to other countries, like Hungary or Mexico; understanding what documentation needs to go with that, understanding the best means for getting the

# Q & A



**Michael Gebera**

Director of Operations  
at Tapecon, Inc.

Vice President – APICS Buffalo  
Chapter  
President - Flexo Purchasing  
Network

By Matt Swanekamp, CPSM

product where it needs to go, the most economical way to move the goods in and out of the factory, as well as supplier approvals, going through a validation process of the suppliers. "Supplier" could be used pretty loosely, everybody from the janitorial supplies all the way up to the raw materials that we use in the plant as well as the means of transport.

#### You talked earlier about countries, do you have a rough idea of how many countries you're both importing from and exporting to?

We ship to a half dozen countries and we receive in from 3 countries.

#### As your role has progressed, what are some of the challenges that you've seen the department continually face or even with your role at APICS, that other companies seem to face quite a bit? Apologies if that's kind of a broad question...

The big question here is trying to mitigate cost increases. As fuel goes up or as certain commodities go up, managing those overall costs. Really what we try to do at Tapecon is we truly

partner with our suppliers, so our goal is never to beat up on a supplier. It's always about coming up with a solution, more of a partnership solution of trying to figure out what is the most economical way to move freight or move the products or to manufacture the products right through the supply chain. That requires a lot of communication and a lot of networking, trying to get all the right people in the room at the right time to really understand the entire process. So sometimes you could be buying a product that is not efficient for the supplier to produce and through conversations you can figure out a way where they can manufacture it more economically and provide it to you at an even better price than you thought.

#### Hypothetically, a company has deficiencies in their Supply Chain Department; they bring you in as a consultant to right the ship. Are there any areas that you look at first, any specific measure or metrics that you think is more important to address than some of the other ones?

First thing I would go after is the cash conversion cycle. Understanding how fast you have to pay your suppliers and then how fast do I get paid, or vice versa. So if we can control the cost and the speed of the conversion, then you can hold on to cash for a longer period of time, giving you the ability to invest in other things and basically make more money. So it's all about how long can you hold on to your cash before you have to pay somebody for it; that's the first thing I would go after. The very next thing is trying to find the products that move the most and try to increase your inventory turns - buy less more frequently and turn that money, that inventory over faster.

#### Last question. Is there one thing you're most proud of that you or your team has accomplished in the last 3-5 years?

There are so many things; it's hard to narrow it down to one. I'll piggy back on the cash conversion topic, and give you a scenario. We have a product that our Supply Chain Team used to source components from all over the world. We used to kit those components and then send them out to somebody to be put together, to build this project for us and then send it back. We would then put the final components on and send it out to our customer. This cycle time took us about 7-8 months to do. If we started procuring products in January, we wouldn't ship the project until July or August, and collect on it in August or September. With that said, what we ended up doing was, we re-routed the component purchasing to the source that was building. By doing so, we reduced the cash conversion cycle from 8 months down to a negative conversion cycle, where we were getting paid by our customer prior to us even having to pay our suppliers.

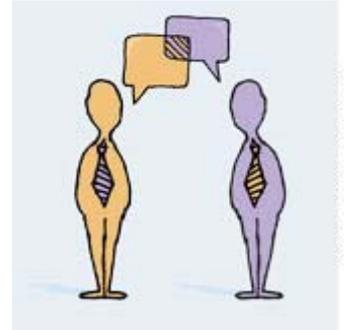
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## Introduce Suppliers to ISM-Buffalo

Members are asked to spread the word to their suppliers and marketing department that we offer opportunities to get their message out to our 150+ members.

At dinner meetings, vendors can sponsor the meeting & have a "Tabletop" display 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 on our schedule.



To celebrate Supply Management Month in March, our **Executive Night & Vendor Fair** on **Wednesday, March 14** at Classics V Banquets will feature up to 15 vendor tables during an extended networking hour prior to our dinner and program. Additional sponsorship opportunities are available for this meeting as well.

**Contact our Executive Director Nancy Boyd Haley at [ismbuffalo@roadrunner.com](mailto:ismbuffalo@roadrunner.com) or (716) 648-0972** to supply your leads or to get the flyers and applications.



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# Looking Ahead

Wed., February 21, 2018

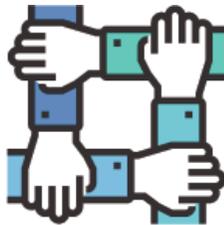
Joint Meeting of ISM & APICS  
at Classics V Banquets, Amherst

**Speaker:** Diana Southall, The People Plan

**Program:**

## "How to Achieve Better Results with Team Accountability"

If you are a manager, team leader, or manage projects, your work results are highly dependent on the performance of other people.



Yet even experienced managers are challenged with getting everyone on their team to focus on the right work, and be accountable for achieving high performance and key results.

How can you maximize the team you have to make your job easier and improve your performance with less stress? During this session, you will learn how to:

- Uncover the cause: The 10 reasons people on your team are not doing their job to the best of their ability
- Accountability- what it is, 5 stages people go through, and how to get it (even if you aren't "the boss")
- How to delegate without abdicating- a simple system to hold people accountable to complete the work you need (timely and accurately)
- Free reward tools you have to build trust, improve communication and increase the results of your team mates
- The power of numbers- using a team dashboard with key performance indicators for better focus, prioritization and planning

### Entree Choices:

- (1) Smothered Sirloin Steak (with onion, peppers & provolone cheese)
- (2) Brown Sugar Salmon (grilled with brown sugar and mustard glaze)
- (3) Chicken Coq Au Vin Rouge (sauteed & baked with bacon, onions & mushrooms in a red wine demi glaze)
- (4) Vegetable Lasagna (assorted vegetables and cheese drizzled with alfredo sauce)

**Reservations being accepted now at [ismbuffalo@roadrunner.com](mailto:ismbuffalo@roadrunner.com).**



## Member Incentives

**Have you always wanted to be published? Apply for the Joseph Hutka Professional Purchasing (SCM) Paper Award**

**OBJECTIVE:** To provide a means of recognition on an annual basis to the author of a superior professional purchasing paper which effectively communicates ideas in the Supply Chain Management area to members of the Association and the academic community. The paper is to be of high professional standard based on research, thought development, effective communication skills, and organized presentation.

**ELIGIBILITY:** Any regular or associate member of ISM-Buffalo, Inc., or student, or non-member of the Association is eligible to present a paper. They must meet the requirements of length (2-3 pages, double spaced), topic (Supply Chain Management), and the deadline (to be received on or before February 28, 2018).

**AWARD PROVIDES:** The Board of Directors will handle determination and selection from the applications. The successful author will receive a \$100.00 monetary card. The paper will be published in the *Buffalo Buylines* newsletter.

For an application, contact the ISM-Buffalo office, [ismbuffalo@roadrunner.com](mailto:ismbuffalo@roadrunner.com) or (716) 648-0972.

## William Conners Memorial Scholarship

An Educational Grant that the association awards to an ISM-Buffalo, Inc. **member who does not receive monetary reimbursement from their employer.** Applications are due by February 28, 2018 and winner(s) will be selected in March. Contact [ismbuffalo@roadrunner.com](mailto:ismbuffalo@roadrunner.com) or (716) 648-0972 for an application and more details.

**OBJECTIVE:** To give members of ISM-Buffalo, Inc. the opportunity to continue their education in the field of Supply Chain Management and/or related courses offered at accredited institutions of higher education, through business institutes or through participation in ISM-Buffalo, Inc sponsored or affiliated seminars or workshops for which they offer continuing education hour(s).

**ELIGIBILITY:** Any regular or associate member of ISM-Buffalo, Inc. who is working toward his/her professional certification or re-certification and who is NOT benefiting from their employer by reimbursing them for the educational costs.

**AWARD PROVISIONS:** One (1) award per member (maximum value of \$250.00) will be paid as reimbursement for qualified educational coursework, seminar, or workshop.



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**SEMINAR DATES**

**Supply Chain & Logistics Management –**

Monday, May 14, 2018

**Transportation & Freight Management –**

Tuesday, May 15, 2018

**Purchasing & Supplier Management –**

Wednesday, May 16, 2018

**International Logistics –**

Thursday, May 17, 2018

**Inventory Management & Warehousing –**

Friday, May 18, 2018

\*Take all 5 seminars and receive a “36-Hour Certificate” plaque in SCM.

Seminars held at Niagara University from 8:30am to 3:30pm (lunch included)

**SPECIAL FOR ISM-BUFFALO MEMBERS -**

**Half-Price Special** if you Register and Pay before January 31, 2018-deadline extension. (Identify yourself as a member when registering.)

\$350 per session ½ price only \$175!

\$1250 for all 5 sessions ½ price only \$625!

(Limited enrollment for this special – Don’t delay)

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Payment: VISA, M/C, AMEX, company and personal checks.

Questions: (716) 286-8173—Limited Enrollment



# Calendar of Events

Educational Dinner Meeting

**Wednesday, January 10, 2018**

The (Historic) Eagle House Restaurant  
 5578 Main Street, Williamsville, NY 14221

**“What’s Happening in the Discipline of Supply Management” by Professor Wm. Hayden**

Educational Dinner Meeting

Joint Meeting with APICS

**Wednesday, February 21, 2018**

Classics V Banquets

2425 Niagara Falls Blvd., Amherst, NY 14228

**“How to Achieve Better Results with Team Accountability” by Diana Southall**

**SUPPLY MANAGEMENT MONTH**

Vendor Fair & Educational Dinner Meeting

**Wednesday, March 14, 2018**

Classics V Banquets

2425 Niagara Falls Blvd., Amherst, NY 14228

**Leadership subject by Jim DeFilippis, VP & GM, NOCO Express**

Educational Dinner Meeting

**Wednesday, April 11, 2018**

Curly’s Grille

647 Ridge Road, Lackawanna, NY 14218

**Program TBD**

## 2018 Membership Dues Payments Due Now...

Your invoice has been mailed. Renew your membership now. Don’t miss out on the exciting programs we have planned and the discounts on ISM national offerings.



**Andrew Kurcsics**

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