



Program:

**The Essential Cyber Security Playbook: Clever and Cunning Procurement Teams**



On November 14, Sheri L. Mooney – CEO of Mind Squad, will present a program on Cyber Security in Procurement and Supply Chain.

Top companies put their procurement team on the front line when addressing cyber security needs. Keeping these critical players on the bench and failing to recognize their essential function in mitigating cyber security risk is incredibly short sighted and risky.

"Over 60% of reported attacks on publicly traded U.S. firms in 2017 were launched through the IT systems of suppliers or other third parties." High profile companies on the list included: Target, Best Buy, Netflix, and many more. Typically, attackers infiltrate a supplier's fire-wall to access log-in credentials to break into a larger company's system. Attackers tend to go after commercially sensitive information. They can breach invoicing and purchase order systems allowing them to control spending and disrupt business. Information at risk can include: bid information, personal data, credit card and bank account details, intellectual property, customer information, etc. Know that this is not just a threat for larger companies and that cyber security attacks have been so severe that they have caused companies to close or lose substantial market share."

This presentation is designed to help procurement professionals identify cyber security risks, leverage a wide variety of best practices and advice on how to team up with IT to build up their organization's defenses.

**Speaker: Sheri L. Mooney, CEO, Mind Squad**

Currently, Ms. Sheri Mooney is CEO of Mind Squad, a team of cyber security experts and certified engineers using breakthrough technologies and decades of combined experience to craft innovative solutions to protect an organization's data from the threats of cyber-attacks.



In her career, Ms. Mooney has held many positions throughout our region. Most recently as VP Business Development for Kaleida Health, Chief Administrative Officer for General Physician, P.C., and SVP, Cor-

**Educational Dinner Meeting**

**Wednesday, November 14, 2018**

**Ilio DiPaolo's Banquets**  
3785 South Park Avenue  
Blasdell, NY 14219

5:00-6:00 p.m.... Registration,  
Networking, Cash Bar

6:00-7:00 p.m... Meeting & Dinner

7:00-8:00 p.m.....Program

**Family Style Dinner**

Chef Salad  
Rolls & Butter

Chicken Orvieto (Italian Breaded Chicken Breast, in Lemon Wine Sauce topped with Asparagus & Red Peppers)

Italian Sausage with Peppers & Onions

Penne Pasta with Ilio's Red Sauce

Lyonnais Potatoes

Mixed Vegetables

Spumoni

\$30.00 - Members

\$35.00 - Guests

\$20.00 - Full-Time Students

***Please reserve as early as possible by Fri. Nov. 9th***

Space permitting, reservations may be accepted later.

**ismbuf@ismbuffalo.com**

**or (716) 648-0972**

***\*Please cancel if unable to attend; if last minute to Nancy's cell 481-3528. Cancellations after EOB Monday will be billed.***

**Earn (1) CEH**

## ISM-Buffalo Buylines

ISM-Buffalo, Inc.  
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### 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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*Affiliated with:*

**Institute for Supply Management**  
[www.instituteforsupplymanagement.org](http://www.instituteforsupplymanagement.org)



# President's Message



Dear Members, Colleagues, and Friends-

If you recall from the June Installation Dinner Meeting or the Summer Buylines, John Domres addressed the ISM-Buffalo organization regarding how ISM needs each and every one of its members to think "how can I help?" Who do I talk to that can become a member, a speaker, be a tabletop vendor or newsletter advertiser, or do I have a topic that interests me that might interest the organization?" ISM-Buffalo needs your help to survive and prosper!

We need all members to help us gain new tabletop display vendors for the upcoming year. There are even spots open now for the November 14th meeting. By this time of the year, we had the ability to have 10 tabletops which is a revenue stream for us, however, we only have had 2 of these purchased to date. Contact Nancy for the schedule and sign up form or with your leads.

We need to recruit new members! The upcoming seminar on November 15th is the perfect way to bring in new members with the incentive that the guest seminar fee includes an Associate membership.

We need to talk to all buyers and our suppliers to make them aware of ISM-Buffalo and the educational advantages of belonging to such a prestigious organization. On Wednesday, November 14, we have our dinner meeting at Ilio DiPaolo's with a program on Cyber Security in procurement and the supply chain.

We follow up the next day, Thursday, November 15, with a full-day Supply Chain Seminar covering three important topics presented by distinguished speakers: (1) Negotiation – Jack Cook, (2) How to Control Rise Transportation Costs – Jack Ampuja, and (3) Tariff's Current Impact Update (NAFTA & Chinese Trade) – Jim Trubits. Please see the section in this newsletter for full details. This seminar will be worth 6 CEU points toward your certification renewal. Please forward the seminar information to all your co-workers and suppliers.

Our December 12 holiday social will be a special treat. We have booked an Escape Room Adventure in North Tonawanda. Make up a team by bringing your family, friends and co-workers or come alone and join a team with your ISM peers. This promises to be a fun-filled evening. We thought out of the box (or room) on planning this one! Thanks to Martha Switzer for her creative thinking.

Again, we need every member to step up so we can expand and grow ISM-Buffalo.

Deb Hasley, CPSM/C.P.M.  
2018-2019 President

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### *Sheri Mooney continued from page 1*

porate & Governmental Affairs at First Niagara Bank. She has also worked as a trial attorney as a partner in a local law firm, as well as been an Adjunct Professor at the Canisius College - Graduate School of Education, and University at Buffalo teaching Special Education Law in the UB Law School and Local Government Law & Politics in the Legal Studies Department.

Ms. Mooney was a graduate of University at Buffalo – Juris Doctor, Law Graduate, Goodman School of Business at Brock University, and received a BA in Social Studies/Political Science at Western University. She has served as a volunteer and has held many Board of Directors positions at various organizations throughout WNY.

## Introduce Suppliers to ISM-Buffalo

Members are asked to spread the word to suppliers and your own 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.

Advertising is also available in this newsletter for as little as \$25.00 per month for a business card sized ad. Other sizes available as well.

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

2019 Membership Dues Invoices have been emailed. Please pay promptly to keep your membership current.

## MEMBERSHIP RENEWAL *Annual Dues*

# Links in the Chain

### LEAN THINKING

Lean thinking is a mentality and organizational culture characterized by a comprehensive effort by everyone (leadership, management, operations) in an organization and its supply chains to identify and remove waste. Practices that reduce waste and improve quality are tools of lean thinking. Lean thinking concerns time, materials, waste in all its forms, people, money, facilities, quality, schedules, policies, customers, transportation and logistics.

### ABC ANALYSIS

Application of Pareto's Law or the 80/20 rule to define three categories: A, B and C. ABC analysis is used to determine the relative ratios between the number of items and the dollar value of the items purchased repetitively for stock; the number of purchase orders and the dollar value; and the number of suppliers and percent of spend. In most organizations, 10-20% of the items ("A" items) account for 70-80% of the investment; the next 15-25% of the items ("B" items) account for 10-20% of the investment; and the remaining 65-75% of the items ("C" items) account for 5-10% of the investment. Inventories, purchases, and suppliers should be managed accordingly, with more emphasis placed on the strategic management of the "A" items and looser controls and less attention on "C" items.

Source: <https://www.instituteforsupplymanagement.org/Glossary/GlossaryTermDetail.cfm?TermID=15>

- Submitted by Jim Austin, CPSM



**Scenes from the October Joint Dinner Meeting** with APICS featuring a well-received presentation by Jack Ampuja, C.P.M. on Packaging Optimization. The audience greatly appreciated Jack's expertise as well as his real-life examples and story-telling. Contact Nancy at the office if you'd like a copy of his presentation.



President Deb Hasley, CPSM appointed Mike Lovelace, C.P.M. to the association's treasurer position at a specially called meeting of the board of directors prior to the October 10, 2018 dinner meeting. We appreciate that Mike answered the call to fill the role after our current treasurer had to step down due to other obligations. As past president, and treasurer several times over, Mike is a welcome addition to our association's leadership.

**Read Buylines and Win a Prize!**

- 1) Write down the correct answer on the back of your business card.
- 2) Place it in the basket at the November 14 dinner meeting.
- 3) Win a prize. \*



\* If your correct answer is drawn. One entry per person.

**This month's question is...**

Which of the following are needed in order to establish a benchmark against which performance will be measured?

- I. Before-the-fact controls
- II. During-the-fact controls
- III. After-the-fact controls

- (A) I only
- (B) II only
- (C) I and III only
- (D) I, II and III



**SAY CHEESE....**

We're looking for a few members to snap some photos at our dinner meetings and events. A small commitment of time to help out the association! Contact Nancy at the office [ismbuf@ismbuffalo.com](mailto:ismbuf@ismbuffalo.com) or 648-0972.





ISM—Buffalo, Inc.

# Negotiations and Tariff Impact Updates Seminar

## Thursday, November 15, 2018 ♦ 8am-3:30pm

### Classics V Conference & Banquet Center

2425 Niagara Falls Blvd., Amherst, NY 14228

**Add money to your company's bottom line by learning from these workshops:**

**Negotiations** - Skills and tactics to make a better deal and add value from vendors.

**Control Rising Transportation Costs** - Proven techniques to save.

**Tariff's Current Impact Update** - NAFTA and the Chinese Trade (in 3rd round)

**Continuing Education Opportunities** from area colleges and universities

Dear Colleagues,

ISM-Buffalo is thrilled to invite you and your associates to the Institute for Supply Management Buffalo's upcoming seminar, Negotiations and Tariff Impact Updates on November 15. You don't want to miss this opportunity to learn more about the ever changing policies, conditions, tactics and skills that impact the livelihood and longevity of our industries from industry experts!

We are honored to welcome our distinguished speakers from around the business community, Jim Trubits of Mohawk Global Trade Advisors, Jack Cook of Brockport University and Jack Ampuja of Supply Chain Optimizers. See their impressive work below. These experts will be sharing their wisdom and experience on negotiations, an extensive and timely overview and update on NAFTA and Chinese trade tariffs and tactics in controlling rising traffic costs.

Several local universities will give brief presentations of their continuing education programs and information tables to plan your future.

We look forward to sharing the day with you and further deepening the skills of our impressive WNY business community. Don't delay your registration—this seminar is in high demand and will fill up quickly.

Timothy Terrana, C.P.M.  
Membership Chairman, ISM-Buffalo  
Buyer: European and Asian Imports, Wendt Corp. Buffalo

#### DETAILS:

##### Place:

Classics V Conference & Banquet Center  
2425 Niagara Falls Blvd., Amherst 14228

##### Schedule:

8:00-9:00am....Registration, Continental Breakfast & Networking

9:00-10:45 am... **"Negotiations"**

11:00 - 11:45am... **"How to Control Rising Transportation Cost"**

11:45am - 1:00pm.....Buffet Lunch & University Presentations

**1:15- 3:15pm.... "Tariff's Current Impact Update - NAFTA & Chinese Trade"**

##### Cost:

ISM-Buffalo Members: \$129.00

General Admission: **\$199.00\***

Full-Time Students (not in the workforce): \$79.00

*All Fees include: continental breakfast, lunch and snack breaks.*

**\* General Admission includes Associate Membership in ISM-Buffalo (\$110 value) + (1) dinner meeting voucher (\$35 value).**

**Sign up co-workers!**

**Earn (6) CEH**

Space Limited; reservations to **ismbuf@ismbuffalo.com or (716) 648-0972**

## Presenters:

**Jim Trubits** has over 35 years of experience in compliance consulting and supply chain management. He is a regular speaker for international trade groups, including Ontario Exports and the National Customs Brokers and Forwarders Association of America (NCBFAA). As a leader in the global business community, he currently serves as an officer of the World Trade Center Buffalo Niagara. Jim graduated with a Bachelor of Arts degree from SUNY Buffalo and went on to complete the executive program in supply chain management at the Laurier Institute, as well as the International Air Transport Association's air cargo training program, passing "with distinction." He is a licensed Customs broker, certified Customs specialist, and endorsed by the National Association of Small Business International Trade Educators (NASBITE) as a Certified Global Business Professional

**Jack Ampuja**, President - Supply Chain Optimizers. Executive Director - Center for Supply Chain Excellence @ Niagara University. 30 years of supply chain management experience with five Fortune 500 firms. Former Vice President of Purchasing & Logistics for Rich Products in Buffalo. Jack is a regular speaker on supply chain issues and trends making over 50 hours of presentations annually to management groups.

**Jack Cook**, Director of the Master of Business Administration program, The College at Brockport the State University of New York (SUNY). Dr. Jack Cook is a professor, speaker, author, and consultant. His areas of expertise include Supply Chain Management, Lean Thinking, Information Systems, Operations Management and Electronic Commerce. Certified Six Sigma Black Belt professional. Jack's extensive experience teaching and training over the last two decades includes over one hundred conference presentations and numerous journal articles. He has an entertaining and engaging approach and is known for bringing theories to life.

*For more information about membership in ISM-Buffalo, Inc. contact our Executive Director Nancy Boyd Haley at (716) 648-0972. Information and membership application available at [www.ismbuffalo.com](http://www.ismbuffalo.com). Affiliated with the Institute for Supply Management, a global organization of over 50,000 supply management professionals.*

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### REGISTRATION FORM

#### ISM-Buffalo's Seminar- Thursday, November 15, 2018

General Admission Fee: \$199.00; ISM-Buffalo Member Fee: \$129.00; Full-Time Students/Not in the Workforce: \$79.00

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Payment by check payable to **ISM-Buffalo, Inc.** or

Credit card (MC, Visa, AmEx, Discover): Cardholder Name: \_\_\_\_\_

Acct #: \_\_\_\_\_ Expiration Date: \_\_\_\_\_ CVV \_\_\_\_\_ Zip Code Associated w/ card \_\_\_\_\_

**ISM-Buffalo, Inc., PO Box 888, Hamburg, NY 14075-0888**

**(716) 648-0972      [ismbuf@ismbuffalo.com](mailto:ismbuf@ismbuffalo.com)**

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

## We're Thinking Outside the Box with our December 12th Social Event

ISM Buffalo's Holiday event this year is something we've never done before and we're eager to experience. We would like to invite members and guests to join us for quite a unique and merry event!

We are happy to host you on a Christmas Escape Room Adventure! We've rented the entire venue at Escape Room Adventures of WNY on the 3rd floor of 62 Webster St., North Tonawanda, NY, 14120 for a private party on Wednesday, December 12th. The facility is above Canal Club 62 and across from the Riviera Theater. Unfortunately this historic building has no elevator to the 3rd floor. Park right in front on Webster Street or in the large parking lot behind the building.

We're providing pizza, wings, salad, and dessert and that's not all...this party is BYOB, so feel free to bring both non alcoholic and alcoholic beverages to make your own favorite festive cocktail.

We also will be having a Christmas sweater contest. Wear your most fabulous, fun, or most hideous Christmas sweater for a chance to win a Christmas gift from us.

This event runs from 5:30 pm - 8:30 pm  
Dinner from 6:30 pm - 7 pm  
Time slots for escape rooms: 5:30 pm - 6:30 pm & 7:00 pm - 8:00 pm

Price is \$30 for members and \$35 for guests.

There are three rooms to choose from, all requiring varying degrees of mental skill and physical ability to complete. Your ultimate goal is to escape. The final door in the puzzle room is locked and your team must find clues, solve puzzles, and work together to find the final key and unlock the exit door. The challenge is to escape the room in 1 hour or less. <https://www.escaperoomadventureswny.com>

We recommend a maximum of 8-10 people in each room at a time. Invite friends, family or co-workers for a team-building event. Or, come alone and enjoy the company of your ISM peers.

Please make sure you arrive on time for your scheduled slot. After you arrive we will walk you through the rules, have you sign a waiver form, and take you through the pre-puzzle room.

Reserve early to get your desired time slot and to select your room. Please make sure to let Nancy know which room you would like to choose. One room at one assigned time per guest.

There are limited number of reservations for this event. Contact Nancy at [ismbuf@ismbuffalo.com](mailto:ismbuf@ismbuffalo.com) or (716) 648-0972 to register. Make sure you let us know at the time of reservation who you're teaming up with or we'll fill the rooms as reservations come in.



**Escape from 108 Ocean Ave.**

**Book This Room**

As part of a dare from some of your friends, you've gone inside this infamous house to investigate. Originally 112 Ocean Avenue, the owners of the house hope to cover up the tragic past by renumbering the house as 108 Ocean Avenue. It doesn't seem to change anything as the dark past of this house hits you like a cold brick wall when you enter the upstairs bedroom.

Suddenly the door slams shut behind you. Is someone playing a trick on you? Is the house trying to claim it's next victims?

You have 1 hour to uncover the story behind the horrific events in this house and escape. If you fail, your team will become just another set of names on a growing list of murders associated with this house.

They say the former owner lost his mind in this house...try not to lose yours.

**Average Success Rate: 73%**  
Spooky and themed around a murder, but its not quite as scary as a haunted house.  
Great for first time Escape Artists.

**The Pumpkin King's Christmas**

**Book This Room**

Somewhere between Halloween Town and Christmas Town, you have just fallen into a trap!

The Boogie Man and his minions have kidnapped the true Pumpkin King. They plan to rule Halloween and ruin Christmas!

Can your group escape in time to save both holidays?

**Average Success Rate: 77%**  
This puzzle CANNOT be completed without at least 4 people in your group...because of reasons.

This is a fun filled room mixing Halloween and Christmas. It is not very scary and it is not physically demanding.

**Escape from Wonderland**

**Book This Room**

You and your group of wanderers have stumbled into Wonderland. Alice and the other inhabitants are nowhere to be found, but they left clues for you to follow.

With the Queen of Hearts breathing murderous threats down your neck (which she would like to detach from your head), make your way through this whimsical room full of riddles, tea, puzzles, games, and a bit of danger.

If you get stuck don't lose your head. We're all mad here, there's nothing to dread.

**Average Success Rate: 39%**  
This room can be tricky, it is full of riddles and requires some physical activity including crawling and climbing.

# How Serious is the Holiday Supply Chain Talent Shortage and What Can We Do About It?

The holiday season highlights the seriousness of the supply chain talent gap and magnifies its consequences. Failing to attract and retain labor during this critical period reduces an organization's ability to serve customers and challenge competitors. DHL Supply Chain, the world's largest supply chain organization, provides best practices for minimizing the impact and attracting and retaining talent from the warehouse floor to senior management.

**By DHL Supply Chain - October 25, 2018**

In 2015, the American Trucking Association opened eyes across the industry when they predicted a shortage of more than 90,000 drivers by 2020. Now, that prediction is becoming a reality and the supply chain labor shortage is no longer limited to drivers.

With unemployment at record lows and the increased sophistication of today's supply chains requiring new skills, many organizations are having difficulty finding quality candidates to fill positions from the warehouse floor to the highest levels of supply chain management. The impact of the shortage gets magnified during the holiday season when retail and e-commerce warehouses aggressively try and fill warehouse jobs to meet peak seasonal demands, in many cases, offering hiring bonuses and other perks to attract workers.

This is having a ripple affect across the industry, creating short- and long-term consequences that include reduced agility, slower product movements and increased customer dissatisfaction.

## 1. Automating and Refining Hiring Processes

As an industry, it's become critical to bring the same operational excellence we apply to managing product movement to recruiting and retaining human resources. More focused, professional recruiting, supported by automated processes that extend from application to pre-hire testing to onboarding, has proven effective at expanding the number of qualified applicants for open positions and can be particularly valuable when an organization is preparing to ramp up to meet high seasonal demand.

## 2. Minimizing Turnover

One of the byproducts of the high demand for supply chain workers is increased turnover as qualified employees move from job to job seeking hiring incentives. This puts some organization on a treadmill that accelerates during the holiday season as more workers leave than can be recruited. At DHL, we've been able to reduce turnover among hourly workers by improving onboarding and training processes, increasing scheduling flexibility and training managers to act as coaches that work collaboratively with hourly workers to ensure customer expectations are met



and workers' personal goals are achieved. In addition, offering associates at all levels more of a career path can be a valuable incentive that deters job hopping. Our Dock-to-Driver program provides training to help warehouse workers make the transition from the warehouse to the road where they have higher earning potential.

## 3. Optimizing Efficiency

The talent gap is a problem of supply and demand. Although the need to increase the supply of talent can't be ignored, particularly during the holidays, there is also an opportunity to better manage demand by optimizing processes across the supply chain. Whether in the warehouse or on the road, it's never been more critical to find ways to increase productivity without overtaxing human resources. In the area of transportation, analytics and network optimization software are making more efficient use of available capacity. Tactics such as shipment consolidation and aggregation, and cross-docking, when applied properly, can reduce LTL shipments, increase capacity and reduce miles. That means fewer drivers on the road. We are also actively monitoring emerging developments, such as truck platooning, in which trucks are connected by technology to operate as a platoon, allowing more freight to be moved with fewer drivers. Similarly, in the warehouse, increased use of data and analytics, along with automation, is increasing worker productivity. In addition, shared-use warehouses allow productivity to be managed across multiple organizations, minimizing the number of workers required to support peak periods for any single organization. Throughout the year, supply chain organiza-

As the world's largest supply chain organization, DHL Supply Chain is committed to helping the industry address this issue by sharing the best practices we have undertaken to ensure we continue to recruit and retain the talent required to consistently meet our customers' needs.

***Continued on page 9***

## DHL continued from previous page

tions have to focus on continuous improvement, finding better ways to use the talent they have by intelligently applying technology and expertise to every aspect of operations.

### 4. Attracting and Educating the Next Generation of Leaders

While the talent pool is limited, it is also broader than it may first appear. One of the challenges the industry faces is that operationally inclined young people often don't consider the supply chain as a viable career path. We are setting out to change that by working with universities that offer operations management programs to provide in-class supply chain education while supporting the growth of college-level supply chain organizations. The results have been promising. Many of the students we talk to are excited about the opportunity the supply chain presents to work with some of the world's leading brands, especially when they learn about the strategic and competitive impact the supply chain can have on those brands. The right candidates are also motivated by the challenges involved in managing the speed and complexity of today's global supply chains. The supply chain talent gap represents a real challenge for the industry, particularly during the holidays, but individual organizations can keep that challenge from becoming a crisis by working with an industry leader, like DHL Supply Chain, that is taking a multi-faceted approach to attracting and retaining dedicated associates and supply chain professionals.

[http://www.scmr.com/article/how\\_serious\\_is\\_the\\_holiday\\_supply\\_chain\\_talent\\_shortage\\_and\\_what\\_can\\_we\\_do/news](http://www.scmr.com/article/how_serious_is_the_holiday_supply_chain_talent_shortage_and_what_can_we_do/news)



# Calendar of Events

Educational Dinner Meeting  
**Wednesday, November 14, 2018**  
Ilio DiPaolo's Banquets, South Park Ave., Blasdell

Full-Day Seminar  
**Thursday, November 15, 2018**  
Classics V Banquets, Niagara Falls Blvd. Amherst

Meeting/Social Event - Escape Room Adventure  
**Wednesday, December 12, 2018**

Educational Dinner Meeting - Joint with APICS  
**Wednesday, January 16, 2019**  
Joseph's Country Manor & Grove  
275 Columbia Avenue, Depew, NY 14043

Educational Dinner Meeting  
**Wednesday, February 12, 2019**  
Chef's Restaurant, Seneca Street, Buffalo

Educational Dinner Meeting -  
Supply Management Month Vendor Fair  
**Wednesday, March 13, 2019**  
Tonawanda Castle  
69 Delaware Street  
Tonawanda, NY 14150



Educational Dinner Meeting - Joint with PMI  
**Tuesday, April 9, 2019**  
Tewksbury Lodge, Ohio Street, Buffalo, NY  
Speaker: Lisa M. Maul, MBA, PMP  
Program: Project Management for Better Organizational Management

SCM Symposium - Full day of Seminars  
**Friday, May 3, 2019**

Educational Dinner Meeting - Joint with ASQ  
**Wednesday, May 8, 2019**  
Curly's Grille  
647 Ridge Road, Lackawanna, NY 14218

Installation & Awards Dinner  
**Wednesday, June 12, 2019**

Buy/Sell Golf Outing & Clambake  
**Tuesday, June 18, 2019 (tentative)**

ISM-Buffalo Monthly  
Business Survey  
Reports are archived  
on our website at  
[www.ismbuffalo.com](http://www.ismbuffalo.com)





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**Anthony May**  
Manager



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