

CLEVELAND CHAPTER BOARD MEMBERS

NAME	TITLE	ORGANIZATION	E-MAIL
(OPEN)	President		president1@apicscleveland.org
Wael Dardir	President-Elect	Lincoln Electric	president2@apicscleveland.org
Ed Simsic	Secretary		secretary1@apicscleveland.org
Marlisa Young	Treasurer	Nordson	treasurer1@apicscleveland.org
Wael Dardir, CPIM	Director Programs	Lincoln Electric	programs1@apicscleveland.org
James Mallory	Director Communications	e2b technologies, inc.	communications1@apicscleveland.org
Nilesh Kulkarni	Director Education	Lincoln Electric	education1@apicscleveland.org
Ed Merker, CPIM	Director Chapter Marketing	BASF Construction Chemicals Inc	marketing1@apicscleveland.org
(OPEN)	Director Special Events		events1@apicscleveland.org
(OPEN)	Liaison Academic Affairs		academics1@apicscleveland.org
(OPEN)	Advisor Sys. & Tech.		webmaster1@apicscleveland.org
Ed Simsic	Employment Services Coordinator		careerservices1@apicscleveland.org
Steve Nemeth, CPIM	Historian	Lincoln Electric	historian1@apicscleveland.org
Ed Baldzicki, CPIM	Committee Education	Mittal Steel USA	education1@apicscleveland.org
Avanish Kumar	Student President	Case Weatherhead School of Management	avanish.kumar@cwru.edu
Anthony Salvo	Student President	Cleveland State University	anthonyosalvo454@yahoo.com
Michael Bratnick, CPIM	Region III Vice President		president1@apicscleveland.org

For article submissions or editorial comments please contact James Mallory at communications1@apicscleveland.org.
 Check out our meeting and class schedule at www.apicscleveland.org



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 Independence, Ohio 44131

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Chapter Elections



APICS Cleveland Chapter 2, Region 3

April 2007

Newsletter

Beyond Eli Goldratt, What's New With Theory of Constraints



Michael Pitcher
 Constraints Management Group

"The Goal" was published in 1984 and has sold over 2 million copies. Now, twenty years later, Theory Of Constraints (TOC) has grown beyond its founding father.

By pursuing Eli Goldratt's concept of "viable vision", TOC practitioners have contributed to a tremendous growth in the TOC body of knowledge. TOC has developed to the point of integrating supply and demand across complex manufacturing, distribution, and sales value streams.

Information technology has also blossomed since 1984 and has a significant role in applying the TOC
Speaker Profile Continued on Page 4

"The mission of the Cleveland Chapter is to continue to be the premier provider of resource management education in the greater Cleveland area."



Come to the APICS Cleveland Chapter Professional Meeting!

- Topic:** *What's New With Theory of Constraints*
- Speaker:** **Michael Pitcher**
Constraints Management Group
- Location:** **Doubletree (aka Hilton Cleveland South)**
6200 Quarry Lane; Independence, OH
- Date:** **Wednesday, April 11, 2007**
- Agenda:**
 - 5:30 - 6:00 pm** Arrival/Networking
 - 6:00 - 6:30 pm** Dinner
 - 6:30 - 7:30 pm** Recognition/Program
 - 7:30 - 8:30 pm** Nominations/Election
- Admission:**
 - \$25.00** APICS members
 - \$35.00** Non APICS members
 - \$15.00** Student Non-members
 - \$10.00** Student members

NOTE: Receive one certification maintenance point for PDM attendance.

RSVP Program Deadline for reservation is Monday, April 9, 2007.

Preferred Method: You can register and pay online at www.apicscleveland.org using Discover, MasterCard, Visa, or American Express. You may also register by sending an e-mail to programs1@apicscleveland.org. Cash or credit card payment is accepted at the door for e-mail registrations.

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NOMINATIONS FOR 2007-2008 APICS CLEVELAND CHAPTER BOARD

The APICS Cleveland Chapter has its' annual election on April 11, 2007! Any member wishing to vote must be in attendance at this meeting. Nominations for the positions for the 2007-2008 are listed below. We have included the pertinent information from the By-Laws regarding the annual elections. A committee of three was formed and the nominations are as follows:

Elected Positions

President-Elect	Dan Difilippo
Secretary	Ed Simsic
Treasurer	Marlisa Young
Director of Programs	OPEN POSITION
Director of Communications	James Mallory
Director of Education	Ed Labbe, CPIM
Director of Chapter Marketing.....	Ed Merker, CPIM
Director of Special Events	OPEN POSITION

Appointed Positions

Employment Services Coordinator	OPEN POSITION
Historian	Steve Nemeth, CPIM
Liaison to Academic Affairs.....	OPEN POSITION
Systems & Technology Advisor	Jacob John, CSCP
Webmaster	OPEN POSITION

ARTICLE V - MEETINGS

Section 3 - Annual Elections:

The annual membership meeting of the corporation shall be held each April, at which time officers will be elected for the next year and corporate business transacted.

- All members shall be notified of the annual meeting and a list of nominees no less than fourteen or more than forty-five days prior to the meeting.
- Each attending Chapter member shall be entitled to one vote on all action taken.
- Any number of members attending the Annual or a Chapter meeting shall constitute a quorum.

ARTICLE VII - OFFICER ELECTIONS AND APPOINTMENTS

Section 1 - Candidate Nominations:

Each January, the President shall appoint a nominating committee of three (the President Elect, a current Director selected by the President Elect and the most immediate Past President who accepts). This committee must, at the March membership meeting, nominate one name only for each elective office.

Important Membership Status Details for Elections

According to Chapter By-Laws, there are three classes of members - Company, Individual, and Honorary. Only active company and individual members in good-standing may vote during elections and hold a board position. Honorary members as recognized by APICS may not vote nor may they hold a board of directors position.

Section 2 - Voting Timing:

Elections shall be held at the membership meeting in April of each year.

- Members must be notified in writing of nominees and date, time, and place of election, in accordance with Article V, Section 3.
- Nominations by any member in good standing can be made from the floor.
- All nominees must accept personally or in writing and indicate they have the approval or sanction of their employers.
- Voting shall be held in accordance with Article V, Section 3.

Correction From March

There was an error in the March 2007 Optimizer stating that the position of President was an elected position. According to Chapter By-Laws, the Position of President is succeeded by the President-Elect from the prior year or the Board may appoint a president if there is no President-Elect. We apologize for any confusion this may have caused.

How to Ask for a Raise—and Get It!

When was the last time you asked for a raise? If you are like most people, you waited until you were frustrated, angry, and resentful. Not the best frame of mind for trying to make a positive change. You probably made some critical mistakes. You may have:

- Made your appeal based on emotion
- Given your boss an ultimatum
- Failed to plan ahead what to say figuring you could just "wing it"

And how did that strategy work for you? Did you get everything you hoped for? Probably not.

There is a better way to ask for a raise that doesn't involve emotions, ultimatums, or even slamming doors. The answer is planning. Be prepared with objective documentation that proves beyond doubt that you deserve a raise, and have a strategy that puts that information forward in the best possible light.

1. Research salary surveys.

If you suspect your current earnings are below average for your industry in your state, verify your suspicion by checking out salary surveys. Your state employment service agencies probably provide a salary survey for your industry. Average earnings can vary greatly from state to state, so be sure to get information that is appropriate for your area or region. Make copies of any salary surveys you find. Additionally, if you suspect your earnings are low within your own company, ask your human resources representative if he/she can provide the normal salary scale for your position. Ask for a copy if possible. These two documented sources will help support the fairness of your request for a raise. By providing a rational argument and proof of competitive salary in your request for a raise, you'll increase the likelihood that your boss will say yes.

2. Prove your worth.

Fairness alone won't convince your boss you deserve a raise. You'll need documented proof that illustrates your contributions to your organization. If you are waiting for your boss or supervisor to notice what a great job you are doing, forget it. No one is paying that much attention to you. It's up to you to prove how much you are worth—literally. The best time to begin documenting your accomplishments is in your first week of employment. Keep a weekly journal of what you've done that proves such things as:

- Creating revenue opportunities
- Discovering costs savings
- Helping a coworker meet or beat a deadline
- Developing a better process
- Completing tasks ahead of time
- Generating goodwill with clients

Your list of accomplishments to update your resume, featuring a "Highlight of Accomplishments" section that illustrates the positive impact you've had on your company. An updated resume is your most convincing evidence that you deserve a raise. It will also put your boss on the alert that you are ready with an updated resume when a recruiter calls or when the right career opportunity presents itself.

If you don't have a record of your accomplishments and contributions, you are not ready to ask for a raise. A career coach can be a valuable asset in helping you compile your list of accomplishments. Trained in the art of asking the right questions, a career coach can help you quickly identify the contributions you've made to the company. This will build not only your case for a raise, but your confidence as well.

3. Plan your strategy.

Too often, people don't think about what they're going to say until they're actually in their boss' office. That's too late. You have to plan your strategy in advance, just as you would plan any business project. It's the only way to succeed. With copies of salary surveys and salary scales, you'll have quantifiable evidence that your request for a raise is a reasonable one. And you'll be able to back that up with a strong list of accomplishments that demonstrates how valuable you are to the company. Practicing how you want to present your case can be the final key to success in getting the raise you want and deserve. Choose a friend or family member who has been in the position of hiring others, and ask them to let you practice your request for a raise. If you're not comfortable with doing that, or if you don't know someone who is a hiring manager, a career coach can help you craft your presentation.

A career coach has real-world experience in hiring and decision-making, so they've been in your boss' shoes. They can provide you with strategic tips that will help you win over your boss—or provide you with a way to keep the negotiations open even if your initial request is denied. Creating a strategy with a career coach will give you guidance on how to ask for the raise, how to present yourself, and how to close the deal.

Once you have your documentation, your accomplishments, and your strategy in hand, you'll be ready to approach your boss with confidence. And you'll be well on your way to getting the raise you have truly earned.

Deborah Walker, CCMC
Career Coach ~ Resume Writer
www.AlphaAdvantage.com
Email: Deb@AlphaAdvantage.com

MEMBERSHIP UPDATE

Bring A Friend

Help us recruit new members by bringing a friend or co-worker to the next Professional Development Meeting or encouraging your boss or coworkers to get involved in APICS.

If you prefer, you can simply provide us with the name of your friend or co-worker and we'll invite them on behalf of the board of directors.

Our chapter's strength comes from our membership. It's all of our responsibility to do our part to ensure that we continue to grow our membership. Please also take the opportunity to forward copies of the Optimizer to friends and co-workers.

PDM MEETING LOCATION



**DoubleTree Hotel Cleveland South
(AKA Hilton Cleveland South)
6200 Quarry Lane; Independence, OH 44131
Phone: (216) 447-1300**

I-77 South:

- * Take I-77 South to Rockside Rd
- * Turn left (East) onto Rockside Rd, to the second traffic light
- * Turn right (South) onto Quarry Lane (Between Bob Evans and Sunoco).
- * We are on top of the hill.

I-77 North:

- * Take I-77 North to Exit 155 (Rockside Road - Independence)
- * Turn right (East) onto Rockside Road, to the first traffic light
- * Turn right (South) onto Quarry Lane (Between Bob Evans and Sunoco).
- * We are on top of the hill.

I-480 East or West:

- * Take I-480 East or West to Exit 20 (I-77 South - Akron)
- * Take I-77 South to Exit 155 (Rockside Road - Independence)
- * Turn left (East) onto Rockside Road, to the second traffic light
- * Turn right (South) onto Quarry Lane (Between Bob Evans and Sunoco).
- * We are on top of the hill.

I-71, if South of I-271 Junction:

- * Take I-71 North to the I-271 North Interchange
- * Take I-271 North to I-77 North (Cleveland) Interchange
- *** See "From I-77 North"

I-71, if North of I-271 Junction:

- * Take I-71 North to the I-480 East (Youngstown) Interchange
- *** See "From I-480 East / West"

I-271 South:

- * Take I-271 South to the I-480 West (Toledo) Interchange
- *** See "From I-480 East / West"

Ohio Turnpike:

- Traveling East:
 - * Take Exit 151 (I-480 East)
 - *** See "From I-480 East / West"
- Traveling West:
 - * Take Exit 173 (Interstate 77 North)
 - *** See "From I-77 North"

New Members

Randa Blose, CPIM	Computer Sciences Corp.
Michael Crawford	Aver Dennison
Paul Showalter	Eaton Corp.
Steve Guidry	Ferro Corp.
Carol Sadewasser, CPIM	Ferro Corp.
Edward Frindt, CPIM	Ferro Corp.
Robert Szabo	Ferro Corp.
Peter Thomas	Ferro Corp.
Kathryn Kollar	Hitachi Medical Systems
Paul Accordino	IBM Business Consulting
Anthony Boysaw	Invacare Corp.
Laura Hart	Lincoln Electric
Terrence Perdew	Parker Hannifin Corp.
Richard Nering	Parker Hannifin Corp.
Dennis Lee	RL Advanced Technologies
Edward Segula	Sterling Die
Dennis Badar, CPIM	Talan Products Inc.
Eric Petersen	Lincoln Electric Co.
Bonnie Kaminowski	The M F Cachat Company
Roger Lange	Thermo Fisher Scientific
Chen Lin	Transtar Industries
Christopher DiSantis	Wellman Products Group

Membership Anniversaries

25 Years

Bruce Styles
Mary Miller - PPG Industries

15 Years

Jay Owen, CPIM

10 Years

Scott Kaminski
Dan DiFilippo

5 Years

Laurie Milicia - Parker Hannifin

Training Locations

North Olmsted "CompUSA"
26425 Great Northern Shopping Center
(Wednesday or Saturday)

Beachwood "CompUSA"
24295 Chagrin Blvd.
(Tuesday, Wednesday, or Saturday)

Fairlawn "CompUSA"
3737 West Market Street (Thursday)

Call today to reserve a test date!
1-800-274-8399

EDUCATION SERVICES

Spring Course Schedule Available Online

We look forward to offering the membership the educational opportunities to further their careers and improve their understanding of the concepts related to the supply chain field. The spring class schedule is posted on our web site and flyers were mailed to all members in mid-March.

Strategic Management of Resources is offered starting on April 12. Master Planning of Resources is planned to start on April 16. Basics of Supply Chain Management is scheduled for April 17. You can

register on our website. If you have any questions regarding the education programs, contact us at education1@apicscleveland.org. The classes offer a great opportunity to prepare for taking CPIM tests or earn points toward your recertification.

Thank you,
Ed Baldzicki CPIM
Committee Person for Education

REGIONAL NEWS

For the last several weeks, my focus has been on the new APICS governance plan. In February, the President assigned me and several other Region Vice Presidents to a Governance Implementation Task Force charged to change the current SOP's to reflect the recently-approved APICS By-laws.

Each of us were responsible to review and change a portion of the current by-laws and post them to the APICS website where they were reviewed by the Task Force chairs. Suggestions were made and we either made more changes or defended reasons for not needing the changes.

On March 18 and 19, we all met in Chicago to diligently review each and every SOP. On the second day of meetings, we had a consensus on the revisions.

The new SOP's will be presented for consideration to the full Board of Directors at the next meeting in Alexandria, Virginia.

Michael Bratnick, CPIM
Vice President, Region III

Letter of Congratulations Regarding Chapter Gold C-BAR Certification

Dear Michael,

In recognition of your gold Chapter Benchmarking and Reporting (C-BAR) award level in 2005-2006, an electronic version of your award is attached to commemorate your chapter C-BAR achievement.



Display your chapter's medallion on your Web site and chapter newsletter to demonstrate your commitment to excellence. For chapter members and prospects, the C-BAR medallion denotes that your chapter provides exemplary member services and professional development opportunities to APICS members and customers.

Medallions will also appear on the APICS Chapter Locator for prospective members interested in joining APICS chapters. Look for an article in the upcoming March issue Leadership Central for more information about electronic C-BAR medallions.

Thank you for your commitment to chapter excellence. I hope you will display your C-BAR medallion proudly and look forward to more great accomplishments from Cleveland Chapter in the years ahead.

Sincerely,

Eric Schaudt, CPIM, CSCP
Chapter Development Committee (CDC) Chair

PROFESSIONAL DEVELOPMENT MEETING

The March 2007 PDM was well-attended. More than 35 people enjoyed a fantastic presentation by Jeff Lubash of Affiliated Services Group.

Please attend the April meeting which is always our annual elections.

As a special bonus, the Chapter is giving away a sleek calculator with APICS logo to the first 40 paid members attending the April meeting.

Speaker Profile *continued from page 1*

logistical solutions of Drum-Buffer-Rope Scheduling, and Dynamic Inventory Buffering (replenishment). The explosion in use of information technology and the world wide web has allowed the application of the logistical solutions to more complex environments across multiple value streams. In addition to growth with the TOC logistical applications, the TOC thinking processes are now being effectively and practically applied in strategic planning and integration of complex supply and demand chains. TOC thinking process tools assist management in dealing with competing policies and behaviors between independently operated segments of supply and demand.

The logistical solutions have extended backward and forward in the supply chain in value streams not typical to the history of TOC. The TOC body of knowledge has grown to an extent that it now includes retail markets. During this presentation, you will gain insight into the growth of the TOC body of knowledge and how TOC is contributing to the implementation of high performance supply chain management.

Michael Pitcher has 20 years' of experience in operations, product & process development, stra-

Cleveland BOD Appoints Dardir President-Elect

Pursuant to Article VI, Section 5 of the Cleveland Chapter By-Laws, the Board of Directors unanimously appointed Wael Dardir, CPIM, to the position of President-Elect, effective March 20, 2007. Pursuant to article VII, Section 4A, Mr. Dardir will assume the office of President (by succession) for the year 2007-2008.

The Cleveland Board of Directors

UPCOMING PDM SCHEDULE

April 10, 2007 (Tuesday)

Joint Meeting with APICS Akron Chapter Meeting to be held in Akron
Topic & Speaker TBA

April 11, 2007

Theory of Constraints / Chapter Elections
-Michael Pitcher, Constraints Management
-Chapter Elections at the April PDM

May 9, 2007

Sales & Operations Planning
Top Management Special Meeting
Presented by Dave Garwood, R.D. Garwood

For more details about the PDM's go to www.apicscleveland.org/PDMInfo.html

tegic planning, and consulting. Michael is presently a partner with the Constraints Management Group, LLC; a Seattle, WA based consulting practice specializing in the holistic implementation of the Theory Of Constraints (TOC). As part of his current role, Michael is responsible for leading CMG's project management practice.

Michael is recognized by the Theory Of Constraints community as a world leader in developing the knowledge base and implementation methods for Drum-Buffer-Rope and Critical Chain. He has been published in several professional journals including those printed by APICS and the SME (Society of Manufacturing Engineers).

Prior to consulting, Michael specialized in manufacturing turnarounds by applying World Class best practices to struggling business units. Michael is a patent author and won several company awards including the President's Award for Outstanding Performance at Becton Dickinson & Co.

Michael holds a BA in Chemistry from Oberlin College and an MBA from Ashland University. He has the designation of "Jonah" and is certified by APICS for Integrated Resource Management. He is also certified in the entire TOC body of knowledge by TOC-ICO, an international Theory of Constraints certification board. Michael is a current member of the TOC-ICO subcommittee for certification of TOC professionals worldwide in critical chain project management.

TOP MANAGEMENT AT MAY PDM

Sales & Operations Planning (SOP): The Driver that Makes ERP Work!



Dave Garwood
President
R.D. Garwood, Inc.

Sales and Operations Planning (SOP) is a proven 5 step process to help overcome these obstacles. It is a tool almost always missing in ERP implementations and the number 1 reason for disappointing results from the ERP software investment.

This session will focus on how to use SOP to balance the two inevitable conflicting forces – customer needs and financial plans--into an integrated, realistic set of plans. The attendee will leave with a clear understanding of the proven Five-Step SOP process that integrates the sales, manufacturing and financial plans into a single set of numbers to drive the ERP process. The presentation will also offer helpful tips on getting the sales group to enthusiastically participate in the process and obsolete the term ..."forecast accuracy." Impressive results from companies who have used the process will be presented."

Manuvis Corporation, leading provider of real-time, manufacturing intelligence software, that helps Supply Chain and Manufacturing Professionals improve their S&OP process with proactive information, is pleased to sponsor Dave Garwood, founder and president of R.D. Garwood, Inc., in Atlanta, GA as guest speaker at the APICS Cleveland Chapter's May 9th Professional Development meeting. An effective S&OP process may be the competitive advantage Your Company needs to implement! Learn more about Sales & Operation Planning from one of the leading experts on this essential topic.

Dave is one of only three people to be honored with the prestigious Lifetime Achievement Award by APICS. Additionally, his Company helps manufacturing companies grow profitably and become more-competitive in the global marketplace. One area of emphasis is on integrating demand, supply and financial plans using a proven S&OP process. He

"It's January 1st and the financial plans are in place. It looks like a profitable year ... until reality sets in. The customers buy what they want – products that aren't as profitable and are more difficult to make. And Sales doesn't seem to have a clue about how to forecast. Now what?"

has written and published four books and regularly writes for trade and industry magazines. R. D. Garwood, Inc. also performs operational audits and due diligence work for investment firms.

So, if you would like to learn more about improving one of your Company's key business processes from a real expert on this subject, please plan to attend!

This event is sponsored by Manuvis, a leader in delivering innovative, real-time factory intelligence and performance management software solutions. Manuvis solutions help companies lower operating costs, improve customer service, enhance profitability, and accelerate growth by optimizing the synergy between manufacturing and enterprise business systems.

Drawings! Win Stuff!

In addition, don't forget to bring your business card to register for a chance to win 1 of 4 iPod® nanos in a drawing immediately following Dave's presentation, also sponsored by Manuvis. (Winner need not be present.)



Another bonus: Perhaps by May 9th it will no longer be snowing in Cleveland, Ohio!

Special Thanks to Manuvis for Sponsoring This Event!



APICS Webinars On-Demand

APICS members can now view a selection of popular APICS Webinars On-Demand at their convenience, for no charge, on the APICS Web site. In each APICS Webinar, the latest operations management concepts and solutions are presented to a live audience. Access a complimentary APICS Webinar On-Demand today.

www.apics.org/education/webinars