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Central Wisconsin Chapter

April 2008

Visit our web site at [www.apicscwi.org](http://www.apicscwi.org) and find out what you're missing!

***Steven C. Dunn, Ph.D. CPIM***

Steve Dunn is Chair of the Supply Chain and Operations Management department at the University of Wisconsin Oshkosh. Dr. Dunn received his Ph.D. from The Pennsylvania State University in 1992. In addition, Steve is on the faculty of Environmental Studies and teaches environmental management at both the graduate and undergraduate levels. Dr. Dunn has worked on environmental projects with The World Resources Institute, the US Agency for International Development and taught in the graduate environmental program at Lund University in Sweden.

Prior to his academic career, Dr. Dunn worked for HJ Heinz, Inc. and John Labatt Ltd. in various managerial positions including project manager for corporate MRP II implementation and plant operations manager. He has also been a partner with The Sage Group, a strategic management consulting firm, whose clients have included Nabisco, Con-Agra, Lockheed-Martin, Farm Bureau Insurance and Kraft Foods. He recently started a not for profit, Ecolution, which will assist small to medium sized enterprises with sustainability strategy.

Steve is the author of numerous articles and has co-authored two books. He has spoken at numerous international conferences and events. Dr. Dunn's current research focuses on the application of sustainability strategies in the supply chain. His most recent book, *The Green Baron: A Business Parable on Ecolution* was published in June.

***Dr. Mike Godfrey***

Dr. Mike Godfrey joined the Supply Chain & Operations Management faculty in 2001. He teaches Manufacturing Planning & Control, Analytical Methods, and Supply Chain Management at the undergraduate level and Operations & Process Management in the MBA program.

His research interests include supply chain management, environmental management, lean/six sigma, simulation, and project management. He has published in the *Journal of Business Logistics*, the *International Journal of Production Economics*, *Six Sigma Forum Magazine*, and the *Journal of Network and Systems Management*.

Mike has a long list of service activities throughout the university and the College of Business Administration. He takes great pride in being the faculty advisor for the last 7 years to the APICS Student Chapter, which is the most highly decorated student chapter in the world. The student chapter has the longest consecutive streak of Platinum Awards for chapter management, and APICS members have won several awards at the Society level in the International Fogarty Paper Competition. He has served on the Fox Valley APICS board of directors as well for the last 7 years.

Mike earned his B.S. in Operations Management and M.S. in Management Information Systems from Northern Illinois University and his Ph.D. in Production & Operations Management from the University of Nebraska – Lincoln. He has worked on consulting projects dealing with project management, lean manufacturing, product and process integration, manufacturing strategy, facility layout, and environmental management. Recent projects have included facilitating a kaizen event at a division of a Fortune 50 company and developing a layout for a large plant in Wisconsin.



## Sustainability: It's Increasing Role in Supply Chain Management Education & NE Wisconsin Area Business Strategy

Dr. Steve Dunn and Dr. Mike Godfrey will speak about how they have changed the Supply Chain curriculum to infuse sustainability and green practices throughout the Supply Chain major at UW Oshkosh. They will discuss student projects carried out to improve sustainable practices in NE Wisconsin area firms. This discussion will be highly interactive. If you have questions about how the environment and social issues will impact your firm in the 21<sup>st</sup> Century, and how you can take proactive steps to carry out sustainability projects at your company, this is the presentation for you.

INSIDE THIS ISSUE			
1	About the Speaker	4	Meeting RSVP Form
2	Topic of Discussion	5	Fox Valley PDM Schedule
2	Meeting Agenda	5	Fox Valley CPIM training schedule
3	Article – “Focus on Lean Manufacturing”	6	Officers / Board of Directors

### Meeting Agenda

**Date:** April 10th

**Speaker:** Steven C. Dunn &  
Dr. Mike Godfrey

**Where:** Midway Motel  
2901 Martin Avenue  
Wausau, WI

**Agenda:** 5:00 Networking  
6:00 Dinner  
6:45 Chapter Business  
7:00 Speaker

**Cost:** \$25.00 Member  
\$30.00 Non-member

**RSVP:** Noon on Thursday April 3rd, 2008

*(To RSVP please see the insert. APICS is responsible for payment after the registration is made. Payment will be required in full if cancellations are not made by 5:00 PM the Friday prior to the meeting.)*

## Focus on Lean Manufacturing: Lean and/or MRP

### One or the Other or Both

Is material requirements planning (MRP) useful in a lean manufacturing environment? Many people believe good lean practices can eliminate the need for an MRP system. The early lean practitioners at Toyota doubted that MRP enabled process improvements. Based on this, shouldn't MRP be scrapped?

Using MRP's benefits to further improve a lean shop floor is a better idea. Lean manufacturing is a process of continuous improvement. There are many "tools" used in lean, such as kanban, Just-in-Time (JIT), one piece flow, and others. But implementing a JIT program is not implementing lean; it is using one tool to help on the lean journey.

Traditional MRP practices do not help much in achieving true lean manufacturing. Rigid lead times and reorder rules help create muda (waste), not eliminate it. To use MRP as a lean tool requires using it differently than originally planned.

### Simplify the Process

As part of any lean journey, one of the first steps is to simplify the process. The same policy should be applied to the computer system the company uses. Are all those complex algorithms really necessary? Many of these complicated programming needs go away as the manufacturing process is simplified and streamlined.

As much as lean emphasizes simplification, there are many complex processes in manufacturing. A computer's strength is running many complex calculations quickly and accurately. This strength needs to be exploited to use MRP to its best advantage.

Most people know the benefits of a properly run MRP system: improved parts supply, improved vendor notification of short- and long-term needs, ability to change parts with minimum write-off of obsolete inventory, and others. Are these benefits still valid in a lean factory? Aren't we all striving for ordering via kanban and other visual systems?

Why then incur the expense of running an MRP system with all its data maintenance and intensive transaction needs?

Unfortunately, not all items can be controlled using visual tools. Even those that are able may benefit from MRP under certain circumstances.

### Use MRP's Ability

An example of using MRP for an item otherwise planned using a kanban would be an engineering change. It doesn't make sense to plan an item with MRP that is already running smoothly on a visual system; however, using MRP's planning ability on part changes does make sense.

On a visual system, someone needs to manually track inventory—both on-hand and at the vendor—to run out the old part, before ordering and using the new part. This becomes even more complex in situations where multiple parts are changing together. Most good MRP systems have this functionality built into them already. Once the new part(s) is ready to be used full time, the item can be moved off MRP and back onto kanban cards.

While using lean techniques limits the amount of inventory (therefore, the speed of the change is quicker), MRP can help make sure the change is done with the lowest waste and cost.

MRP also benefits those items that do not readily lend themselves to visual planning. Most shops have some items that are used across the factory floor. Whether these are replenished from a central storeroom or inventoried at multiple locations, the computer system can be the easiest way to track and plan these items. Using MRP to plan items inventoried across the shop floor enables the complete needs to be consolidated quickly, and the vendor is notified of replenishment needs.

### Keep It Simple

When looking at what parts of MRP to keep in a lean environment, remember one of the oldest business sayings, "Keep it simple." Apply the lean techniques used on the production floor to the MRP setup. Take any waste out of the MRP process the same way as a manufacturing process.

MRP still has many uses, even for companies well into the lean manufacturing transformation. MRP is another item in the tool box. As long as the correct tool is used to get the job done, all the various options available to the business should be used.

MRP may not be used as extensively as before, but its functionality can still be an important part of efficiently running a business.

—Fred Heintz, CPIM, CIRP, Sixth Floor Consulting Group, can be reached at (860) 233-7411 or via e-mail at [fhointz@sixthfloorconsulting.com](mailto:fhointz@sixthfloorconsulting.com).

# RSVP

**Central WI APICS Chapter  
Professional Development Dinner Meeting**  
*Meeting: April 10th, 2008*  
*Reservations Must be Received by April 3rd, 2008*

Visit our web site at [www.apicscwi.org](http://www.apicscwi.org) to Register

**OR**

Call the automated attendant at (715) 842-5666 extension 1606.

Be sure to leave the following information:

- ♦ Name of person(s) attending
- ♦ Company name
- ♦ Whether each is member / non-member / student

**E-Mail or Fax to:**

**Jerry Olson at Kolbe & Kolbe**

**E-Mail:** [Jolson@kolbe-kolbe.com](mailto:Jolson@kolbe-kolbe.com)

**Fax: (715) 842-2863**

Company \_\_\_\_\_

*Please indicate member (M), non-member (NM), or student (S)*

Name	April Dinner		M NM

## Fox Valley PDM Schedule: 2008

Date of PDM	Location	PDM Dinner Speaker/Topic
Wednesday April 16, 2008 <b>TOP MANAGEMENT NIGHT</b>	Ramada-FDL	Tour of Mercury Marine – Dwight Flaherty for speaker
Tuesday Nov. 18 2008	Liberty Hall	Gary Kusnierz-Affinity Green topic

## 2008 FOX Valley APICS Certification Schedule

*Fox Valley Technical College in partnership with the Fox Valley Chapter of APICS is pleased to offer the entire CPIM series delivered to you in a classroom setting or online, and our CSCP course in the classroom. Our top-ranked Wisconsin-state certified instructor pool provides you with opportunities to grow professionally and personally. We are here to help you succeed!*

Type	Class	Day	Dates	Time	Location	Tuition	Credits
<b>CPIM</b>	All CPIM Modules	Online	Anytime	24/7	Anywhere	\$475*	2
<b>CPIM</b>	Execution and Control of Operations	Tuesday	3-4, 3-11, 3-18, 3-25, 4-1, 4-8	5 pm	Appleton	\$375	1
<b>CPIM</b>	Strategic Management of Resources	Tuesday	4-29, 5-6, 5-13, 5-20, 5-27, 6-3	5 pm	Appleton	\$375	1
<b>CSCP</b>	Certified Supply Chain Professional	Tuesday	9-18, 9-25, 10-2, 10-9, 10-16, 10-23, 10-30, 11-6, 11-13, 11-20, 11-27, 12-4	5 pm	Appleton	\$1495	2
<b>CSCP</b>	Certified Supply Chain Professional	Tuesday	1-22, 1-29, 2-5, 2-12, 2-19, 2-26, 3-4, 3-11, 3-18, 3-25, 4-1, 4-8	5 pm	Appleton	\$1495	2

Register online at [www.fvtc.edu/sc](http://www.fvtc.edu/sc) or via phone at 1-800-735-3882, ext. 4317

### Any Questions?

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April 2008

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