

The Dispatcher Newsletter

The Presidents Message

We are halfway through our fiscal year and are working with our neighboring chapters in Danbury, Tappan Zee, Mid Hudson and New Haven to offer our collective membership a broader range of Professional Development Meetings, Plant Tours and Educational Classes and Webinars.

We just held a joint webinar on February 15th with the Danbury, Tappan Zee, and Mid Hudson chapters, on **Robotic Automation** presented by *Chris Urbane CSCP, LSSGB, Senior Industrial Engineer - Volvo Group Trucks Operations*.

In addition, a new CPIM 2 class is starting Feb 21st at Chef's Warehouse in Ridgefield. Registration available through the Danbury chapter <http://apics-danbury.org/>

We will send out emails announcing upcoming events. Please feel free to pass this information on to coworkers and friends.

Please note we are always looking for new ideas for events and new locations that could host a plant tour. Please email us with your ideas.

And remember, if you have an APICS certification, serving on the Board and attending events gives you points towards the maintenance of that certification. If you have any questions, please contact us at one of the links below.

Thank you.

Jenny Scigliompaglia

President Fairfield County Chapter

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Plant Tour

PLANT TOUR OF APTAR IN STRATFORD, CONNECTICUT

Tour Date: October 18, 2017

Plant Tour presented by the Fairfield County Chapter of APICS, and hosted by Glenys Teixeira, Board Member of the Fairfield County Chapter.



Company Background

Aptar Group, Inc., is a publicly traded (NYSE: ATR) global supplier of dispensing systems, with \$2.3B in revenue and 13,000 employees worldwide. Their headquarters is in Crystal Lake, IL, with manufacturing facilities in North America, Europe, Asia, and Latin America.

Aptar operates in three business segments:

1. Beauty & Home
2. Pharma
3. Food & Beverage

Most of 2017's revenue growth is in the Pharma and Food & Beverage segments.

Presentation & Tour

Anthony Mancini, Aptar's Director of Manufacturing, presented to the group and led us on a tour of the manufacturing facilities. Glenys Teixeira, Aptar's Logistics Manager, led the tour of the warehouse and distribution areas. Susan Schneider, Aptar's Director of Environmental Compliance, Safety & Security, also participated in the session.

Aptar's manufacturing facility in Stratford, CT, is one of 24 current sites. This facility was originally co-founded by Philip Meshberg as Emson Research, with Avon Products as its first customer. Emson Research, which was the largest manufacturer of fragrance/cosmetic pumps in the U.S., produced

\$85M in sales before being acquired by Aptar in 1999, giving Aptar a new strong presence in the US fragrance pump market. The company's growth was fueled by their innovations, such as their design of a squeeze bottle with a silicon valve dispenser on the bottom for ketchup maker H.J. Heinz, and for mayonnaise maker Kraft Foods.

The Stratford facility is CGMP compliant, and has achieved ISO-9001, SA8000, and BRC certifications. They have 350 employees, running 3 shifts, 5 days per week, in 3 CT facilities. A portion of the workforce is union represented in all three facilities. They utilize SAP for their ERP system and utilize the Supply Chain and APO modules. They conduct a regional and global S&OP process in their planning. They have also achieved 30 inventory turns, annually.

Anthony led us on a tour of the manufacturing facilities. Aptar has made a tremendous investment in high speed automation and machine control equipment employed in production. As Glenys pointed out to the group, the automation investment extends from the shop floor to the material handling equipment and to automation and layout advances in warehousing.





Everyone enjoyed free pizza, refreshments, and networking during the session!

Webinar

METRICS THAT MATTER AND SUPPLY CHAINS TO ADMIRE

Presentation date January 9th 2018

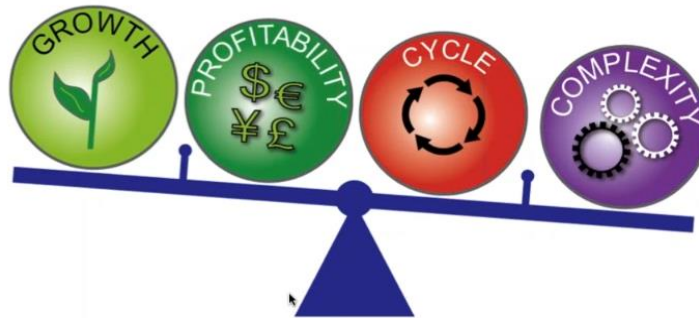
Presented by Lora Cecere, the Founder and CEO of Supply Chain Insights, a consulting, advisory, research and training practice. Hosted by Doug Stevens, APICS Danbury Chapter President. Written by Jim Collins, APICS Fairfield County Chapter Board Member.

Laura began by identifying today's supply chains as complex, non-linear systems. Supply Chain Excellence can be defined as:

1. Driving improvement faster than the peer group.
2. Is outperforming the peer group on the metrics that matter.
 - a. The metrics that matter are the combination of metrics that drive the market capitalization of companies.
3. Resiliency – a supply chain that can withstand supply and demand shocks.
4. Balance – establish a dynamic balance amongst the metrics that matter and drive the highest level of value.
5. Strategy to Action – drive strategic design to action in a seamless way.

Laura suggests that the most effective way of standardizing the benchmarking of supply chain progress across industries in a meaningful way is through financial metrics that can be found in company's income statements and balance sheets, as depicted below.

The Supply Chain Is a Complex System with Increasing Complexity.

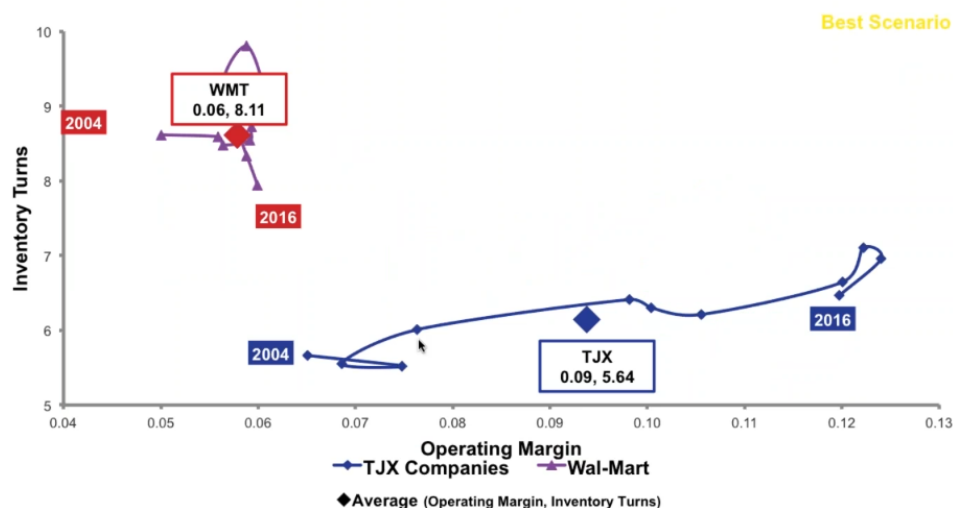


Performance Factors:



Laura proceeded to share her benchmarking data to plot inventory turns versus operating margin to identify how industries and companies are shifting. She plotted the food manufacturing market, which has gone backwards from 2006 to 2016, losing operating margin and reduced inventory turns.

Operating Margin vs. Inventory Turns (2004 – 2016)



Source: Supply Chain Insights LLC, Corporate Annual Reports 2004-2016 from YCharts

She also collected and plotted growth against return on invested capital (ROIC), for P&G versus the non-durable market. It showed that P&G is underperforming against ROIC. Their research also suggests that weakness in a company's ROIC exposes those companies to shareholder activism, which happened recently in Dow/DuPont and P&G. She also suggested that while some business leaders believe the solution is to "lean out" their organizations, the data shows otherwise. As an example, she shared the data on Toyota and Honda, two companies who have engaged in Lean and Six Sigma activities for decades. Honda has regressed in their operating margins, while Toyota has experienced many quality problems, although Toyota has driven operating margins rapidly higher in the last four years.

So, what are the leaders doing and what makes a difference?

The leaders are:

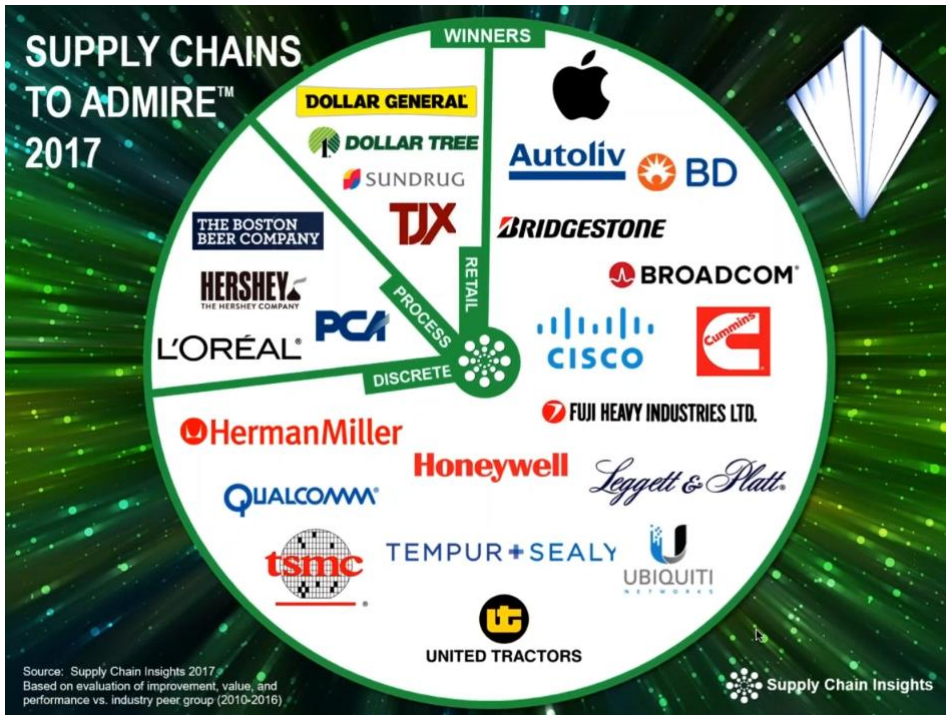
1. Focused on horizontal processes (revenue management, S&OP, R&D, supplier development)
2. Building a balanced scorecard. They focus on 7-10 measures, such as: growth, margin, cycles/turns, and ROIC.
3. Consistency of leadership.
4. Strong planning and network design capabilities.
5. Clarity of Supply Chain Excellence.

The laggards are:

1. Using functional metrics, such as customer service, procurement, and manufacturing metrics. They aren't employing metrics that should be customer or supplier focused.
2. Change leadership a lot.
3. Focus on transactional processing versus strong planning a networks.
4. Focus on adoption of fads.

They utilized 9,000 responses from their 15 years of data and 1,500 factors to identify what drives market value.

Supply Chain Insights uses their data to issue their annual top "Supply Chains to Admire" award. Here are the 2017 award winners.



For more information on upcoming PDM's and to REGISTER please go to our Website at: <http://apics-fairfield.org/>.

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Learning Opportunities

CSCP- Certified Supply Chain Professional

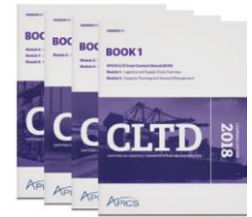
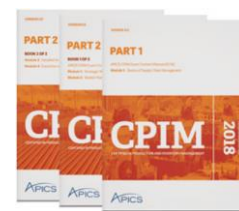
Check the Danbury and Tappan Zee websites for more details regarding class offerings and times.

CPIM- Basics of Supply Chain Management

New Streamlined program launched September 2017 which requires only 2 exams. New class just starting in Ridgefield CT- register on the Danbury Website. Also check out other times through the Tappan Zee Chapter.

Certified Logistics, Transportation, Distribution (CLTD)

This class is being offered by the Tappan Zee chapter on Saturdays, starting in May 2018.



Please check the Danbury Chapter website <http://apics-danbury.org/> and the Tappan Zee Chapter Website <http://www.apicstz.org/> for more details and other course options.

Please take a moment to renew your membership today! APICS membership is an investment in your professional development. APICS is the premier source of the body of knowledge in operations management. Leading employers and universities throughout the country recognize APICS CPIM and CIRM designations as a worldwide standard of professional competence in production and inventory control, supply chain management, and enterprise operations management.

Is your Company a member of APICS? If not, inquire with your Manager, Director, Department head or HR representative to see if your Company is interested in membership information.

<http://apics-fairfield.org/>

Don't forget to renew your membership!

JOIN OUR LINKEDIN GROUP: <https://www.linkedin.com/groups/2129965>