



**Our Next Professional  
Development Meeting:**

**Date: April 20, 2006 Time: 6:00 PM**

**Place: Hanover Manor  
16 Eagle Rock Avenue,  
E. Hanover, NJ 07936**

**Executive Panel Presentation on  
Doing Business in China**

*Panelists: William T. Walker, CFPIM, CIRM Author of  
Supply Chain Architecture*

*Anthony Boas, Partner The Janssen Boas Corporation*

*Jack Zhou Budget Analyst, Pathmark Stores, Inc.*

*Thomas Tsui Sr. Manager, Business Development OOCL  
Logistics*

As we move into the 21<sup>st</sup> century new challenges and new opportunities seem to be overwhelming us. We need to stop, think and analyze where the best opportunities are for our businesses to remain viable and competitive. This panel of executives will help us understand the opportunities in China and what to consider when exploring the business potential of this emerging nation.

**Cost:**

- APICS Members \$40**
- Non-member \$40**
- Full-Time Student \$40**
- Walk in no reservations \$45**

Please note-This month's PDM is being held at a different location. See the web-site for directions to the PDM.

**Plant Tour -  
Weiss-Aug Co, Inc.**

**A custom insert molding, precision stamping, and assembly manufacturing company**  
**[www.Weiss-Aug.com](http://www.Weiss-Aug.com)**

**There will be a plant tour available before the PDM**

**All attendees must be pre registered by Tuesday 4/18. Due to security, no walk-ins.**

**For Details Contact**

**Art Shaffer [AShaffer@Weiss-Aug.com](mailto:AShaffer@Weiss-Aug.com)**

**Greg Forbes [GForbes@Weiss-Aug.com](mailto:GForbes@Weiss-Aug.com)**

**New News**

**Seminar May 3, 2006 1 to 5 pm**

**Supply Chain Metrics:  
What & How to Measure**

## Welcome New Members

Jeff Cole

Thomas Sheridan

Pierre Leonard

Doug Bruce

Maryann Eppel

Permanent Placement

Interim Professionals

Executive Recruiting

Contract Employee

## Summit Group Consultants, Inc.

Gary W. Pezzuti, Senior Partner

Phone (973) 875-3300

Fax (973) 875-3248

E-mail: garyp@nac.net

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## CERTIFIED SUPPLY CHAIN PROFESSIONAL

The Certified Supply Chain Professional (CSCP) program is a new industry educational and certification program created to meet the rapidly changing needs of the supply chain management field.

From the manufacturing to the service industry, regardless of whether a company is serving business or consumer markets or is for profit or not-for-profit, the increasingly important role of supply chain management is affecting all organizations. Customers already expect good quality at low prices, and speed of delivery is becoming more important. As a result, effective supply chain management has become essential to successfully compete in today's global marketplace.

The CSCP program takes a broad view of the field, extending beyond internal operations to encompass all the steps throughout the supply chain—from the supplier, through the company, to the end consumer—and provides you with the knowledge to effectively manage the integration of these activities to maximize a company's value chain.

### Benefits of the CSCP Program

After earning your CSCP designation, you will

- Learn to boost productivity, collaboration, and innovation
- Discover how to positively affect lead times, inventory, productivity, and bottom-line profitability
- Understand how to manage the integration and coordination of activities to achieve reduced costs and increase efficiencies and customer service
- Gain the knowledge to effectively and efficiently manage worldwide supply chain activities
- Achieve greater confidence and peer and industry recognition

Enjoy the potential for career advancement and increased earnings.

### Who should pursue the CSCP education and designation?

The CSCP program is for professionals in operations and supply chain management. This designation is ideal for you if you are

- Interested in more depth of knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology to enable the supply chain, and physical logistics.
- A professional who is consulting or teaching supply chain functions
- Working with enterprise resources planning (ERP) systems.

The CSCP program will help you advance your career while giving you the foundation to improve your company's competitive position and profitability.

### CSCP Domains

The CSCP body of knowledge is made up of the following four domains

- Supply Chain Management Fundamentals
- Building Competitive Operations, Planning, and Logistics
- Managing Customer and Supplier Relationships
- Information Technology to Enable Supply Chain Management.

For \$1595, students get

- 32 hours of classroom instruction
- the CSCP Learning system which includes 4 modules with over 800 pages of content and progress check questions at the end of each section
- Interactive on-line component which includes
  - a practice test bank of more than 600 questions
  - a pre-test to determine your strengths and weaknesses
  - module specific tests
  - a timed post-test
  - an on-line progress report
  - e-flashcards
  - an on-line glossary

## Employment Opportunities

E0421	Supply Chain Project Manager		\$85K+
E0427	Demand Planner		
E0435	Demand Planner	Morris County	\$70-90K + Bonus
E0436	Production Planner	Middlesex County	to \$75K
E0437	Project Managers (2)	Morris County	\$90-\$120K + Bonus
E0438	Forecast Analyst	Parsippany	\$65-\$80K + Bonus
E0439	Production Planning Mgr	North Jersey	to 70K + Bonus
E0440	Materials Manager	North Jersey	to \$100K + Bonus
E0441	Demand & Supply Analyst	Bergen County	\$60-\$75K
E0442	Supply Chain Manager	Morris County	\$128K-\$140K+
E0443	Inventory/Materials Control	North Jersey	\$70K-\$90K
E0444	Sr. Level Purchasing Manager	Based in North Carolina	Low \$100s
E0445	VP of Materials & Planning		\$200K+
E0446	Planning Manager	New Jersey	
E0447	Pharma Mfg Supervisor - DPI	Elizabeth, NJ	
E0448	Supervisor Pharma Mfg (2)		
E0449	Supply Chain Manager	Central Jersey	
E0450	Director of Industrial Engineering		
E0451	Demand Manager		
E0452	Planning Manager		
E0454	Demand Planners (2)	Morris County	70-\$80k + Bonus
E0455	Production Planner	Middlesex County	to \$70k
E0456	Project Manager	Morris County	\$100-\$120K + Bonus
E0457	Forecast Analyst	Parsippany	\$65k-\$80k + Bonus
E0458	Project Manager	North Jersey	to \$70k + Bonus
E0459	Supply Chain Manager	North Jersey	to \$140k + Bonus
E0460	Demand & Supply Analyst	Bergen Cty.	\$65k-\$75k

Contact Thomas Raimondi for more information about these exciting career opportunities

Traimondi@wardproducts.com

### Plant Tours

Is your company interested in hosting a plant tour?

Contact Deborah Majeski at

(732) 563-3126 to schedule your event.

## Consumer Marketing: A Flawed Strategy

By Ira Smolowitz, Ph.D

In a recent issue of the Western Massachusetts newspaper – The Republican – the columnist D.C. Stewart indicates that he and his wife were discussing the option of buying a new television. They were confused by the current television options. Their confusing choices were HDTV, plasma HDTV, LCD, LCD HDTV digital cable ready, HDTV capable, HDTV digital or EDTV.<sup>1</sup>

Is this a serious problem? Is this a pervasive problem? The answer is yes, to both questions.

Barry Schwartz, is professor of psychology at Swarthmore College and the author of *The Paradox of Choice: Why More Is Less* (Harper Collins 2004). He states:

About 10 years ago, I went to the Gap to buy a pair of jeans. I tend to wear my jeans until they are falling apart, so it had been a while since my last purchase. A nice young saleswoman greeted me.

“I want a pair of jeans – 32-28,” I said.

“Do you want them slim fit, easy fit, relaxed fit, baggy or extra baggy?” she replied.

“Do you want them stone-washed, acid-washed or distressed?”

“Do you want them button-fly or zipper-fly? Faded or regular?”

I was stunned. I sputtered out something like, “I just want regular jeans.

You know, the kind that used to be the only kind.”

The trouble was that there was no such thing as “regular” jeans anymore. Besides, with all these options before me, I was no longer sure that I wanted “regular” jeans. Perhaps the easy fit or the relaxed fit would be more comfortable. So I decided to try them all.

The jeans I ended up with turned out just fine, but what occurred to me on that day is that buying a pair of pants should not be a daylong project. By creating all these options, the industry undoubtedly had done a favor for customers with varied tastes and body types. However, it had also created a new problem. In the past a buyer like me might have had to settle for an imperfect fit, but at least purchasing jeans was a five-minute affair. Now it had become a complex decision in which I was forced to invest time, energy and no small amount of self-doubt, anxiety and dread over the ordeal.<sup>2</sup>

Social psychologists Sheena Iyengar, PhD, a management professor at Columbia University Business School, and Mark Lepper, PhD, a psychology professor at Stanford University, were the first to empirically demonstrate the downside of excessive choice. In a 2000 paper in the *Journal of Personality and Social Psychology* (JPSP, Vol. 79, No. 6), the team showed that when shoppers are given the option of choosing among smaller and larger assortments of jam, they show more interest in the larger assortment. But when it comes time to pick just one, they're 10 times more likely to make a purchase if they choose among six rather than among 24 flavors of jam.

Next, Iyengar sought to examine consumer choices with higher stakes to see if a greater investment in the outcome meant people would make different or better choices. In a study under review at JPSP, she and Wei Jiang, PhD, a finance professor at Columbia Business School, analyzed retirement-fund choices - - ranging from packages of two to 59 choices - - among some 800,000 employees at 647 companies.

“With 401(k)s, people are given enormous incentives to participate through tax shelters and employer matches,” Iyengar comments. “So, essentially, if you choose not to participate, you're throwing away free money.”

Instead of leading to more thoughtful choosing, however, more options led people to act like the jam buyers: When given two choices, 75 percent participated, but when given 59 choices, only 60 percent did. In addition, the greater the number of options, the more cautious people were with their investment strategies, the team found.

Relatedly, too much choice also can lead people to make simple, snap judgments just to avoid the hassle of wading through confusing options - - which ironically can sabotage a company's marketing plan, finds psychologist Alexander Chervov, PhD, of Northwestern University's Kellogg School of Management. In a paper in press in the *Journal of Consumer Research*, Chervov found that when people were offered variants of the same brand of toothpaste - - cavity-prevention, tartar-control and teeth-whitening types, for instance - - they tended to switch to another brand that offered a single option.

“If you introduce a product just for the sake of introducing a new product,” says Chernev, “you can end up with several products that target the same customer. The customer has no idea how to decide and may therefore switch to another brand that doesn’t require making tradeoffs.”<sup>3</sup>

...As businesses rapidly increase their portfolios of products and services - either in response to consumer demand or through mergers and acquisitions - - they run the risk of adding too much complexity, which can eat away at scarce resources and ultimately harm returns.<sup>4</sup>

Why then is the following condition so prevalent:

“Attention, shoppers: Welcome to today’s marketplace, where consumers face a bewildering variety of choices. In grocery, we have 24 different bagged lettuces, 100 cheeses – 20 of them cheddar – plus 30 kinds of muffins, 24 flavors of coffee sold in bulk and 80 varieties of cereal in just the first 10 feet of the breakfast aisle. Looking for something to read? Visit Amazon.com to browse among tens of millions of titles.”<sup>5</sup>

In my opinion, corporations erroneously operate under the following assumptions: (a) the more shelf-space our products occupy, in comparison to the competition, the better off we will be. (b) the more product choices we offer the consumer – the greater is the probability that the consumer will buy at least one of our products.

In addition, corporations may fall into a thought-process that in game theory is known as the prisoner’s dilemma. Corporation A may believe that ideally if it reduced its product portfolio and competitor B also prunes its product portfolio – no competitor gains at the expense of the other. However, the fear of being double-crossed prevails. If corporation A reduces its product portfolio, and competitor B, at the last minute does not – corporation A perceives itself to be at a disadvantage. Likewise, corporation B runs the risk of being betrayed by competitor A.

The product proliferation ‘arms-race’, in my opinion, continues. The ensuing product proliferation is detrimental to the competing corporations and their associated current/future customers. A proliferation of products or brand extension has the following potential detrimental corporate impact: (a) brand proliferation may cause cannibalization of sales; b) disturbs the basic thrust of consumer marketing. By point (b) I mean that a corporation wants the consumer to buy its product routinely, without hesitation. Exposing the consumer to new choices causes hesitation on the part of the consumer. In that confusing, destabilizing, period of hesitation – the consumer may abandon a routine purchase practice and switch to a competitor’s product

#### References

1. Stewart, D.L. “Buying a New TV Initially Confusing” The Republican, February 2, 2006, p. E2
2. Schwartz, Barry “Too Many Choices” AARP Bulletin, April 2005 (downloaded from [http://www.aarp.org/bulletin/yourlife/many\\_choices.html#print](http://www.aarp.org/bulletin/yourlife/many_choices.html#print) - 2/3/06 - p. 1)
3. DeAngelis, Tori “Too Many Choices?” APA Online – Volume 35, No. 5, June 2004. (downloaded from [http://www.apa.org/manijor/jun\\_04/toomany.html](http://www.apa.org/manijor/jun_04/toomany.html)-2/3/06 pp 1-2).
4. “Unraveling Complexity in Products and Services” Knowledge@Wharton (downloaded from <http://knowledge.wharton.upenn.edu/article/1382>). cfm-2/2/06 p.1.
5. Barnes, Steve “Too Many Choices Can Lead to Bad Decision Making” Albany Times Union, January 29, 2006 – copyright at 2005 Detroit Free Press, Inc. (downloaded from <http://www.freep.com/apps/phcs.dll/article?> – 2/3/06, p.1).

Dr. Ira Smolowitz is Professor Finance and Dean, Bureau of Business Research at American International Col-

## Upcoming educational opportunities through Central NJ APICS

Middlesex County College [www.middlesexcc.edu](http://www.middlesexcc.edu)  
732-906-7740

**CPIM Courses**

Title	Day of Week	Time	Start Date	Finish Date
Basics of Supply Chain Management	Tuesday	6:00 –9:30 P	12-Sep-06	24-Sep-06
Master Planning of Resources	Thursday	6:00 –9:30 P	7-Sep-06	19-Oct-06
Detailed Scheduling and Planning	Tuesday	6:00 – 10:00 P	31 Oct 2006	19 Nov 2006
Execution and Control of Operations (No Class Thanksgiving Week)	Thursday	6:00 – 10:00 P	26 OCT 2006	14 DEC 2006
Strategic Management of Resources (No Class Thanksgiving Week)	Friday	6:00 –10:00 P	27 Oct 2006	15 DEC 2006

## Lean Manufacturing Workshops

Title	Day of Week	Time	Start Date	Finish Date
Lean Manufacturing: An Introduction	Monday	6:00 –10:00 P	11-Sep-06	11-Sep-2006
Lean Mapping	Monday	6:00 –10:00 P	18 Sep 2006	18 Sep 2006
5S	Monday	6:00 –10:00 P	25-Sep-06	25-Sep-06
Process Improvement and Quality in Lean Manufacturing	Monday	6:00 –10:00 P	02-Oct-06	02-Oct-06
Lean Teams Scheduling	Monday	6:00 –10:00 P	09-Oct-06	09-Oct-06
Standard Work	Monday	6:00 –10:00 P	16-Oct-06	16-Oct-06
Lean Teams, Lean Design, and Accounting	Monday	6:00 –10:00 P	23-Oct-06	23-Oct-06

## TOC Workshops

Constraints Management Overview	Monday	6:00 –10:00 P	30 Oct 2006	30 Oct 2006
Critical Chain Project Management	Monday	6:00 –10:00 P	06 Nov 2006	06 Nov 2006
Performance Measures	Monday	6:00 –10:00 P	13 Nov 2006	13 Nov 2006
Production Management	Monday	6:00 –10:00 P	27 Nov 2006	27 Nov 2006
Supply Chain Management	Monday	6:00 –10:00 P	04 Dec 2006	04 Dec 2006
Thinking Processes	Monday	6:00 –10:00 P	11 Dec 2006	11 Dec 2006

## CENTRAL JERSEY CHAPTER

For up to date information, see our website—[www.APICS-CJer.org](http://www.APICS-CJer.org)

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|--------------------|---|
| <b>May 3, 2006</b> | <b>APICS/ISM Joint Mtg.<br/>7 Mistakes Supply Chain Managers Make</b> |
| <b>May 3, 2006</b> | <b>Seminar Supply Chain Metrics:<br/>What &amp; How to Measure</b>    |
| <b>Jun 7, 2006</b> | <b>TBD</b>  |

### APICS Central Jersey Chapter

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12 years.....

### Central Jersey Chapter Mission

*To be the premier provider of supply chain education (including: inventory, materials, production, and operations management) to Central Jersey's industries and individuals*