

THE Purchaser

Institute for Supply Management—Pittsburgh

November 2008

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Mitigating Risk in the Area of Supply Management with Mr. Christopher Stockwell; Vice President Procurement, Heinz North America

Mr. Stockwell joined Heinz in March 2004. His current responsibilities include serving as the Vice President of Procurement. Chris is responsible for \$2.2 billion in North America Spend, including both direct and indirect products.

Key initiatives are focused on risk management of direct material spend, indirect cost out, and global sourcing opportunities.

Chris has been focused on developing a supplier relationship management program that ensures a competitive advantage for the Heinz company. He is focused on delivering on cost, quality, service, innovation and cash and tying our suppliers to the business units in Heinz North America.

Chris previously worked for 15 Years with General Electric in various engineering, managerial and leadership positions in the product supply function. He earned his Bachelor's degree in Mechanical Engineering from the University of Washington

Chris has four boys from 3 to 12 that keep him busy when he is not at work. He enjoys outdoor activities, especially snow skiing.

November 18, 2008 ISM-Pittsburgh Dinner Meeting

Date:	November 18, 2008
Place:	Sheraton Station Square Pittsburgh, PA
Forum :	4:30 p.m.
Networking:	5:30 p.m.
Dinner:	6:00 p.m.
Speaker:	7:00 p.m.
Conclusion:	8:00 p.m.
ISM Member Cost:	\$25.00 (Advance Reservation)
Non-Member/Guest:	\$35.00
Student:	\$15.00

Reservations can be made by using the enclosed reservation fax form on Page 25 of *The Purchaser*, our web site at: www.ism-pittsburgh.org or e-mail: paulamis@comcast.net

For reservation information or to cancel your reservation, please call (724) 508-0200

Forum:

Forum 1: Focused Preparation for the CPSM Exam with Dr. Michael McGinnis

Forum 2: Critical Elements of Effective Negotiations with Mr. Ernest Gabbard

Dinner: Mitigating Risk in the Area of Supply Management with Mr. Chris Stockwell

2008 Dinner Meetings

November 18, 2008
December 16, 2008

Forum Speaker Biography

Mr. Ernest G. Gabbard has over 20 years of procurement and contracting management experience and is currently Director of Corporate Strategic Sourcing for Allegheny Technologies Incorporated at their global headquarters in Pittsburgh.

Ernest Gabbard was previously in senior procurement and contracting management positions with Hughes Aircraft and Litton Industries, and was a Contracting Officer for an instrumentality of the U.S. Government. He has conducted business transactions in 34 countries, and resided for over 11 years in Europe, Asia, and Middle East.

He is a frequent speaker on these subjects at professional organizations such as Institute for Supply Management, and National Contract Management Association (NCMA). His articles on procurement and contracting management issues have been published in numerous national publications including the ISM's "Inside Supply Management" and NCMA's "Contract Management" magazines. He is a member of the Editorial Review Board for ISM's "Journal of Supply Chain Management", and Advisor for IOMA's "Supplier Selection & Management Report".

Ernest Gabbard holds several college degrees, including a Juris Doctorate (law) degree, and taught Procurement, Contract Management, and Contract Law classes for University of California and Pennsylvania State University. He is currently on the Board of Advisors for Supply Chain Management at Duquesne University.

Supply Chain Management Survey Participation Requested

ISM-Pittsburgh Members are invited to participate in a survey sponsored by Supply Chain Management Review and Greybeard Advisors.

This important survey on the subject of "Commitment to Training by Companies" can be completed within just a few minutes. Results will be shared with the membership of ISM-Pittsburgh. Participation is anonymous and confidential, so give a few minutes of your time and share your opinions.

Visit <http://www.zoomerang.com/Survey/?p=WEB228BNFZUGYU>

Thank You!



Editor:

Lisa Romango, Executive Director
ISM-Pittsburgh

Tel: (412) 967-9104 Fax: (412) 967-9105

Email: lisaromango9104@comcast.net

Find us on the web at:

<http://www.ism-pittsburgh.org/newsletter.htm>

The Purchaser is the official publication of ISM-Pittsburgh and is published monthly.

If you wish to submit an article for publication, you may do so by contacting the editor. We reserve the right to edit and publish articles at our discretion.

The deadline to submit articles for the next edition is the 28th day of the month.

Mission Statement

To serve the education, certification, communication and networking needs of purchasing professionals in the greater Pittsburgh area. We will do this to enhance the purchasing profession, image and ethics and to maximize membership value.

Questions Regarding C.P.M. Exams & Re-Takes in 2009

As the deadline for registering to take the C.P.M. Exams approaches, we have received some additional information from ISM regarding "retakes". Per correspondence received from ISM on September 23, 2008, ISM will allow retakes of the C.P.M. Exam in 2009. Initial reports from ISM indicated that this would not be possible. The policy which is now in place, is as follows:

*Candidates must register to take any of the module exams before 12/31/08. Registrations for taking an exam for the first time will not be accepted past 12/31/08. Registration to take an exam is good for one year. Therefore if someone registers on October 6, 2008, they have until October 5, 2009 to take that exam.

*IF they fail that exam, they will be allowed to register for a re-take of that exam (even if the fail score is received in 2009). However, they must take that re-take exam prior to the end of 2009 since no C.P.M. exams (including re-takes) will be given past 12/31/09.

*Candidates are encouraged to take exams as early as possible in order to allow enough time for further study if needed prior to the 12/31/09 deadline. Space also cannot be guaranteed if candidates wait until the last minute to test.

If you have additional questions regarding the C.P.M. Exam, please contact Michael Urick; Director of Certifications at urickm@duq.edu or Lisa Romango at klromango@aol.com.

Members in the Military

In this new corner, ISM-Pittsburgh would like to share with the membership, information and updates on our members who are serving in the military. First and foremost, we want to recognize them and thank them for their service to our country.

Mr. Richard Yurocko who is employed by Respirationics, Inc., received orders activating him for Military deployment for the Army. Rich will be leaving in August, 2008 and will be gone through at least September, 2009. His tentative timeline has him leaving for Camp Edwards in August, 2008 with subsequent assignments at various bases before leaving for Iraq in January, 2009.

If you would like to contact him, his email address during deployment is ryurocko@gmail.com

We wish Rich the best of luck and that he returns safely.

If you know of one of our members serving in the military and would like to share an update about them, please contact Ms. Lisa Romango at klromango@aol.com

Certification News Forwarded from ISM

CPSM Exam and CPSM Bridge Exam Review Courses

ISM introduces CPSM Exam and Bridge Exam Review courses that are designed to help supply management professionals prepare for their CPSM qualification. Course content covers a majority of topics within the CPSM; however, they are not all-inclusive. They are considered to be a supplement to a candidate's on-the-job and individual learning.

The CPSM Exam Review is designed as a review to help prepare supply professionals for taking the CPSM exams. Participants will gain an understanding of the CPSM program and of the breadth of content covered in each of the three CPSM exams:

- Exam 1: Foundation of Supply Management
- Exam 2: Effective Supply Management Performance
- Exam 3: Leadership in Supply Management

The CPSM Bridge Exam Review is designed as a review for current C.P.M. holders as part of their preparation for taking the CPSM Bridge Exam. It is intended to enable candidates to assess the knowledge they have acquired through education and experience against the content areas covered by the CPSM Bridge Exam. It is not intended for those planning to take the full CPSM Exam.



Program	Item #	Dates	Location
CPSM Bridge Exam Review	4240	October 16-17, 2008	Las Vegas, NV
CPSM Exam Review	4246	October 27-29, 2008	Orlando, FL
CPSM Bridge Exam Review	4241	February 2-3, 2009	Tempe, AZ
CPSM Exam Review	4247	March 2-4, 2009	San Diego, CA
CPSM Bridge Exam Review	4242	April 29-30, 2008	Charlotte, NC (Pre-Annual Conference)
CPSM Exam Review	4248	April 29-May 1, 2009	Charlotte, NC (Pre-Annual Conference)
CPSM Exam Review	4249	July 29-31, 2009	Chicago, IL

Register at www.ism.ws, then Seminars or call 800/888-6276 or +1 480/752-6276, extension 401.

Institute for Supply Management • 2055 E. Centennial Circle, Tempe, AZ 85284

October 2008 ISM Report on Business~ Manufacturing Excerpt

October 2008 Manufacturing ISM Report On Business®

PMI at 38.9 %

DO NOT CONFUSE THIS NATIONAL REPORT with the various regional purchasing reports released across the country. The national report's information reflects the entire United States, while the regional reports contain primarily regional data from their local vicinities. Also, the information in the regional reports is not used in calculating the results of the national report. The information compiled in this report is for the month of October 2008.

**Prices Dropping
New Orders, Production, Employment and Inventories Contracting
Supplier Deliveries Faster**

Tempe, Arizona) – Economic activity in the **manufacturing sector** failed to grow in October for the third consecutive month, and the **overall economy** concluded 83 consecutive months of growth, say the nation's supply executives in the latest **Manufacturing ISM Report On Business®**.

The report was issued today by Norbert J. Ore, C.P.M., chair of the Institute for Supply Management™ Manufacturing Business Survey Committee. "The PMI indicates a significantly faster rate of decline in manufacturing when comparing October to September. It appears that manufacturing is experiencing significant demand destruction as a result of recent events, with members indicating challenges associated with the financial crisis, interruptions from the Gulf hurricane, and the lagging impact from higher oil prices. This is the lowest level for the PMI since September 1982 when it registered 38.8 percent. In this report, we see inflationary pressures dissolving as the Prices Index fell to 37 percent, the lowest since December 2001 when it registered 33.2 percent. Export orders also contracted for the first time following 70 months of growth."

The two industries reporting growth in October – listed in order – are: Apparel, Leather & Allied Products; and Computer & Electronic Products. The industries reporting contraction in October are: Petroleum & Coal Products; Nonmetallic Mineral Products; Wood Products; Fabricated Metal Products; Furniture & Related Products; Textile Mills; Machinery; Plastics & Rubber Products; Primary Metals; Printing & Related Support Activities; Transportation Equipment; Miscellaneous Manufacturing; Electrical Equipment, Appliances, & Components; Paper Products; Food, Beverage & Tobacco Products; and Chemical Products.

WHAT RESPONDENTS ARE SAYING ...

- "Credit market causing suppliers to run closer on terms." (Food, Beverage & Tobacco Products)
- "Appear to be bouncing along the bottom – volume is good but pricing is tough." (Primary Metals)
- "Although the volume was down compared to last month, the volume was still higher than last year at the same time." (Chemical Products)

ISM-Pittsburgh Report On Business~ Looking For a Few Good Participants

ISM-Pittsburgh is seeking dedicated supply management professionals to participate in the ISM-Pittsburgh Report on Business. Participation in this valuable regional economic indicator affirms the importance of local representation of our area's business productivity levels.

Completion of the Survey takes less than two minutes and is completed in Survey Monkey making the process quick, efficient and confidential. All responses are **confidential**. So, take a moment and contact Mr. Ken Micire; ISM-Pittsburgh ROB Director at pmicire@zoominternet.net or Mr. Pat Cancro; ISM-Pittsburgh Director at jpc2@psu.edu to get started now. **Samples of the Local Manufacturing and Non-Manufacturing Surveys are included for review on Pages 7 and 8 of The Purchaser.**

Certification Corner—Authored By Dr. Michael A. McGinnis; CPSM, C.P.M., A.P.P.

This month's topic is "LAST CALL FOR C.P.M."

OVERVIEW

As many of the readers of this column know by now the Institute for Supply Management (ISM) is phasing out new C.P.M. certifications during the next few months. Specifics can be found on the ISM website, www.ism.ws, and click on "Professional Credentials". This month's column focuses on some specific issues regarding 2009, the final year for completing the four C.P.M. examinations.

PHASE OUT OF THE C.P.M. PROGRAM

According to ISM's website, the cut-off date for C.P.M. Examination registration will be 12-31-2008. The cut-off date for C.P.M. Original/Original Lifetime applications will be 12-31-2013, five years after the cut-off date for C.P.M. Examination registration.

What this means is that you have until the end of 2008 to schedule any remaining C.P.M. examinations that you need to complete the requirements for that credential. According to the "Credentials Discussion Forum" on ISM's Website:

You have until December 31, 2008 to register to take any of the C.P.M. examinations. Your registration is valid for one year. For example, if you register to take an examination on December 3, 2008 you must take that examination by December 3, 2009.

If you register to take a C.P.M. examination in 2009 and fail you will be able to register to retake that exam in 2009.

There will be no C.P.M. examinations administered after December 31, 2009. This means that if you have passed three C.P.M. examinations but are unable to complete the fourth examination in 2009 you are out of luck.

C.P.M. RECERTIFICATION

ISM will continue to recertify C.P.M.s indefinitely. However, if your C.P.M. lapses there will be no mechanism to again earn the C.P.M. My recommendation is that holders of the C.P.M. recertify until they have at least 18 years of supply management experience and then apply for Lifetime C.P.M. Once you have earned Lifetime C.P.M. there will be no need to recertify.

QUESTIONS ON CERTIFICATION? CHECK THE INSTITUTE FOR SUPPLY MANAGEMENT WEBSITE AT www.ism.ws THEN CLICK ON "PROFESSIONAL CREDENTIALS."

STILL HAVE QUESTIONS? CONTACT ME AT mam47@psu.edu OR SEE ME AT ANY MONTHLY MEETING.

QUESTIONS ON CERTIFICATION? CHECK THE INSTITUTE FOR SUPPLY MANAGEMENT WEBSITE AT www.ism.ws THEN CLICK ON "PROFESSIONAL CREDENTIALS."

STILL HAVE QUESTIONS? CONTACT ME AT mam47@psu.edu OR SEE ME AT ANY MONTHLY MEETING.

GOT IDEAS FOR FUTURE ISSUES OF "CERTIFICATION CORNER?" E-MAIL ME AT mam47@psu.edu OR SEE ME AT ANY MONTHLY MEETING.

Dr. Michael (Mike) A. McGinnis, CPSM, C.P.M., A.P.P.

Associate Professor of Business

Penn State New Kensington

Phone: 724-334-6158, Email: mam47@psu.edu

SAMPLE Questionnaire for the ISM-PITTSBURGH BUSINESS SURVEY COMMITTEE For Non-Manufacturing Businesses

Answers should reflect the responsibility level of YOUR purchasing organization (division, company, or other organization) It is essential that questions only have ONE answer, and that ALL questions are answered. You are encouraged to consult with others in your company or organization in order to provide current and accurate answers to all the questions.

RETURN TO: Dr. John P. Cancro, Ph.D., C.P.M.

E-mail: jpc2@psu.edu

- 1. GENERAL REMARKS - Comment regarding any business condition (local, national, or international) that affects your purchasing operation or the outlook for your company or organization.

Remarks:

- 2. LEVEL OF BUSINESS ACTIVITY - Check the ONE box that best expresses the current month's level (units, not dollars) of overall business activity (work units, hours, or other measure) compared to the previous month.

Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 3. NEW ORDERS OR ACTIVITY REQUESTS - Check the ONE box that best expresses the current month's level of new business or activity (units, not dollars) compared to the previous month.

Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 4. BACKLOG OF ORDERS OR ACTIVITY REQUESTS - Check the ONE box that best expresses the current month's level (units, not dollars) of unfilled orders or requests compared to the previous month.

Do not measure backlog Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 5. NEW ORDERS FOR WORK OUTSIDE THE U.S. - Check the ONE box that best expresses the current month's level (units, not dollars) compared to the previous month.

Do not perform/measure Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 6. INVENTORIES OF PURCHASED PRODUCTS - Check the OVERALL inventory levels (units, not dollars) of products used in your business or activities compared to the previous month.

Do not have inventories Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 6A. If you have inventories of purchased materials, how does their level THIS MONTH compare to your desired levels?

Above desired level about right (at desired level) below desired level

- 7. IMPORTS - Check the ONE box that best expresses the current month's OVERALL use of imported materials (units, not dollars) in your business or activities compared to the previous month.

Do not use imports Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 8. PRICES PAID - Check the ONE box that best expresses the current month's level of approximate net weighted average prices paid for purchased commodities and/or services compared to the previous month.

Higher than a month ago Same as a month ago Lower than a month ago

List specific commodities and/or services (generic names) which are up or down in price this month compared to the previous month.

UP IN PRICE:

DOWN IN PRICE:

- 9. EMPLOYMENT - Check the ONE box that best expresses the current month's OVERALL level of employment (including temporary or contract personnel) compared to the previous month.

Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower:

- 10. SUPPLIER DELIVERIES - Check the ONE box that best expresses the current month's OVERALL delivery performance for purchased commodities and services compared to the previous month.

Faster than a month ago Same as a month ago Slower than a month ago

Reason if faster or slower:

SAMPLE QUESTIONNAIRE for the ISM-PITTSBURGH BUSINESS SURVEY COMMITTEE for Manufacturing Businesses

Answers should reflect the responsibility level of **YOUR** purchasing organization (plant, division, company). It is essential that questions only have **ONE** answer, that **ALL** questions are answered. You are encouraged to consult with others in your company or organization in order to provide current and accurate answers to all the questions.

RETURN TO: Dr. John P. Cancro, Ph.D., C.P.M.

E-mail: jpc2@psu.edu

1. **GENERAL REMARKS** - Comment regarding any business condition local, national, or international that affects your purchasing operation or the outlook for your company or industry. Your opinion and comments are very important.

Remarks: _____

2. **PRODUCTION** - Check the **ONE** box that best expresses the current month's level (units, not dollars) compared to the previous month.

Better than a month ago Same as a month ago Worse than a month ago

Reason if better or worse: _____

3. **NEW ORDERS** - Check the **ONE** box that best expresses the current month's new orders (units, not dollars) compared to the previous month.

Better than a month ago Same as a month ago Worse than a month ago

Reason if better or worse: _____

4. **BACKLOG OF ORDERS** - Check the **ONE** box that best expresses the current month's backlog or orders (unfilled sales orders) units not dollars compared to the previous month.

Do not measure backlog of orders Greater than a month ago Same as a month ago Less than a month ago

Reason if greater or less: _____

5. **NEW EXPORT ORDERS** - Check the **ONE** box that best expresses the current month's new export orders (units, not dollars) compared to the previous month.

Do not export Better than a month ago Same as a month ago Worse than a month ago

Reason if better or worse: _____

6. **INVENTORIES OF PURCHASED MATERIALS** - Check the **OVERALL** inventory level (units, not dollars) including raw, MRO, intermediates, (not finished goods, unless purchased) compared to the previous month.

Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower: _____

Do you perceive **THIS MONTH**, your customers' inventories of products they order from you, as being:

Too High About Right Too Low

7. **IMPORTS** - Check the **ONE** box that best expresses the current month's **OVERALL** imports (units, not dollars) including raw, MRO, components, intermediates, etc., (not finished goods unless purchased) compared to the previous month.

Do not import Higher than a month ago Same as a month ago Lower than a month ago

Reason if higher or lower: _____

8. **COMMODITY PRICES** - Check the **ONE** box that indicates the current month's level of change in approximate net weighted average prices of the commodities you buy compared to the previous month.

Higher than a month ago Same as a month ago Lower than a month ago

List specific commodities (use generic names, not proprietary) which are up or down in price since the last report.

UP IN PRICE: _____

DOWN IN PRICE: _____

9. **EMPLOYMENT** - Check the **OVERALL** level of employment compared to the previous month.

Greater than a month ago Same as a month ago Less than a month ago

Reason if greater or less: _____

10. **SUPPLIER DELIVERIES** - Check **ONE** box that best expresses the current month's **OVERALL** delivery performance compared to the previous month.

Faster than a month ago Same as a month ago Slower than a month ago

CPSM Supplemental Reading List Developed by ISM

ISM has developed a [CPSM Supplemental Reading List](#) to help CPSM candidates prepare for their section exams. From finance to global competition, these books have been chosen because of their focus on the many different components of supply and the relationship between each component. More topics may be added to this list as we approach the debut of the CPSM qualification.

CPSM SUPPLEMENTAL READING LIST

- **Finance for Managers** *Harvard Business School*, Harvard Business School Press, Boston, MA, 2003. <http://www.HBSPress.org> [Order Direct from ISM](#) *Finance for Managers* is designed to provide comprehensive advice, personal coaching, background information and guidance on the most relevant topics in business. Drawing on rich content from Harvard Business School Publishing and other sources, this book is a highly practical resource for readers with all levels of experience.
- **Guide to Business Planning (The Economist Series)** *Graham Friend and Stefan Zehle*, Profile Books, London UK, 2004. <http://www.profilebooks.co.uk> [Order Direct from ISM](#) To get any new business idea off the ground or develop and better manage an existing business you must have a plan — and if you need to raise finance to fund the business or get the approval of senior management, it must be convincing. This book is designed for those with an inspired idea who wish to translate it into a successful new business or incorporate it within an existing company. It also describes a business planning process that will support the preparation of a compelling business plan and the creation and development of a successful business.
- **International Business: The Challenge of Global Competition (10th Edition)** *Donald Ball, Michael Geringer, Paul Frantz, Wendell McCulloch and Michael Minor*, McGraw-Hill/Irwin, New York, 2005. [Order Direct from ISM](#) *International Business* is an up-to-date and complete exploration of international business issues and practice. The authors' experience as both practitioners and academics brings a balanced and seasoned voice to the text. The textbook is built upon a strong foundation of theory and includes current examples, cases and insights showing how global businesses apply these concepts. The text adopts a global approach with attention given to topics that are critical to the international manager in this modern environment.
- **Lean Extended Enterprise: Moving Beyond the Four Walls to Value Stream Excellence** *Terrence Burton and Steven Boeder*, J. Ross Publishing, Fort Lauderdale, FL, 2003. <http://www.jrosspub.com> [Order Direct from ISM](#) *Lean Extended Enterprise* demonstrates how to integrate lean, Six Sigma, Kaizen, and enabling technologies, networks, exchanges and portals into a total business improvement initiative. The book also illustrates how to develop, organize launch and lead a successful enterprise-wide lean operating philosophy, from the executive suite to the shipping dock, through the total value chain. With methods, case studies, examples, models and other valuable tools, the book explains how to apply lean to nontraditional processes such as product development, engineering, customer service, production planning and other support functions.
- **Protecting Your Company's Intellectual Property: A Practical Guide to Trademarks, Copyrights, Patents & Trade Secrets** *Deborah Bouchoux*, AMACOM, New York, NY, 2002. <http://www.amacombooks.org> [Order Direct from ISM](#) In this age of instant global communication and virtually unlimited electronic access, the risk of losing control over your company's intellectual property — trademarks, copyrights, patents and trade secrets — has never been greater. *Protecting Your Company's Intellectual Property* shows you how to identify your company's protectable assets, initiate steps to protect those assets and use them to generate additional income for your firm. It will also help you to construct a powerful barrier against competitive forces that could dilute or destroy its value.

(Continued on Page 10)

CPSM Supplemental Reading List Provided by ISM (continued from Page 9)

- **Quality Essentials: A Reference Guide from A to Z** Jack B. ReVelle, ASQ Quality Press, Milwaukee, WI, 2004. <http://www.asq.org/quality-press/> [Order Direct from ISM](#) This book offers over 120 essential quality topics alphabetized and illustrated for easy reference for everyone who cares about continuous improvement. As a quick reference guide with a focus on the philosophies and practices of quality management, this book is an excellent resource. Explanations of key concepts are provided along with examples of tools, tables, charts and illustrations to help gain a thorough understanding. Topics include: benchmarking, Kaizen, control charts, design of experiments, Kano Model, process capability and statistical quality control.
- **Strategic Supply Chain Management: The 5 Disciplines for Top Performance** Shoshanah Cohen and Joseph Rousset, The McGraw-Hill Companies, New York, NY, 2005. <http://books.mcgraw-hill.com> [Order Direct from ISM](#) This book explores the knowledge, techniques, and strategies to create value and achieve competitive advantage for each core supply chain process: Plan, Source, Make, Deliver, and Return . The authors move beyond theory to offer numerous examples to allow companies to
 - confront the challenges and take advantage of opportunities to implement supply chain improvements.
- **Strategy: A View From The Top (2nd Edition)** Cornelis A. De Kluyver and John A. Pearce II, Prentice Hall, Upper Saddle River, NJ, 2006. <http://www.prenhall.com> [Order Direct from ISM](#) *Strategy: A View From The Top* is designed to be a practical guide for executives, MBA and Executive MBA students, and serves as critical background reading for a wide variety of strategic scenarios. As a focused, highly readable, top-management perspective, the book links strategy formulations to implementation and organizational change. With a greater focus on knowledge and brand value as strategic resources, it offers an expansive section on industry evolution and implications for crafting strategy.

The Supply Management Handbook (7th Edition) Joseph L. Cavinato, Anna E. Flynn and Ralph C. Kauffman, McGraw-Hill, New York, NY, 2006. <http://books.mcgraw-hill.com> [Order Direct from ISM](#) *The Supply Management Handbook* provides an A to Z encyclopedia of best practices and a synthesis of the leading roles and jobs within the profession as they are evolving. The field is now in a continuous period of expansion. The handbook takes a look forward to see the field of tomorrow and where opportunities for the profession will lie. It offers ISM's scan of the profession, from "buying" to "purchasing and supply"; discussions from leading consulting firms as to their observations of the strategic direction of the profession and a study by the A.T. Kearney Center for Strategic Supply Leadership which focuses on the profession's future leadership. See *Industry Week's* review of [The Supply Management Handbook](#).

Visit www.ism.ws for additional supplemental book selections.



Purchasing Managers: Are You Struggling To Improve Performance?



Learn if your team qualifies for a FREE skills benchmarking analysis at www.NextLevelPurchasing.com/ismpit

Where's My Membership Card?

ISM nows offers members the ability to print their own replacement membership card.

Log onto the Members Only Section of the website (www.ism.ws). Select the Availability of Membership Card Option.

Then Select Print the Membership Card.

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How to Say "No" by Ms. Nancy Stampahar

The crazy, hussle-bussle holiday season is approaching. Would you like to reduce your stress level and enjoy the goodness this time of year can bring? You can.

By learning how to occasionally say "no" when you are already being stretched thin, you can take control of the demands you encounter. If you find yourself making offers to help with something, adding social activities to your schedule or saying "yes" to requests when you really do not want to, then you must learn how to make a conscientious effort to think before you react. You must develop assertive communication skills and not fret too much over your own feelings of guilt, insecurities of rejection or possible repercussions that may not even occur. You can still take care of others, but you must take care of yourself too.

You can effectively say "no" to your friends, loved ones, colleagues, even your boss by growing out of your comfort zone and applying the following mindset and dialogues:

It is necessary and okay to say "no" sometimes. Realize the goal of assertive communication is to express your thoughts and boundaries while being direct, honest and respectful of others.

Example: "I see why this is important to you. I am unable to help this time. Let's try to figure out some other possible solutions that could work."

Example: "This is what's on my plate currently. Which one of these priorities would you prefer I remove to accommodate your request?"

Example: "I'd love to join you but my schedule is already full that week. Please keep me in mind the next time. Have fun."

Once you develop assertive communication skills, you will be able to handle difficult people and awkward situations. More importantly, you will live your life with less resentment and stress and mostly, with more self-respect and confidence.

Remember, it's never too late to get happy!

To you being stress-free this holiday season,

Nancy Stampahar

Reprinted from the October 27, 2008 issue of Silver Lining Solutions' Personal and Professional Development Newsletter

**2008-2009 ISM-Pittsburgh Slate of Events****Dinner Meetings:** Third Tuesday of Each Month (September – May)**Plant Tour:** October 21, 2008**Supply Management Month:** March 24, 2009**Golf Classic:** June 15, 2009**Dinner Meeting Location:** Sheraton Station Square, Pittsburgh, PA**September 16, 2008****Dinner Meeting****Forum Topic:** Benchmarking Essentials for the Supply Management Professional**Speaker:** TBD**Dinner Meeting Topic:** Creating a Purchasing Price Index as a Key Performance Indicator**Speaker:** Mr. Robi Bendorf; CPSM, C.P.M., President, Bendorf & Associates**September 19, 2008****One Day Seminar****Topic:** Fundamentals of Procurement & Supply Chain Management for the New Buyer**Location:** Ariba, Inc.**Instructed by:** Dr. Soheila Lunney; President, Lunney Advisory Group**October 10, 2008****Get it Going in the AM Seminar:****8:00 a.m. – 10:00 am****Topic:** Developing Leadership Skills for the Supply Management Professional**Location:** TBD**Instructed by:** Ms. Kathi Jobkar; C.P.M., Corporate Procurement Manager, Allegheny Technologies, Inc.**October 16, 2008****Satellite Seminar****Topic:** Applying Lean Concepts in Supply Management**Location:** Allegheny Energy Offices in Greensburg, PA**October 21, 2008****Dinner Meeting****Plant Tour:** FedEx Ground Corporate Headquarters Tour**Location:** 1000 FedEx Drive, Moon Township, PA 15108**November 7, 2008****One Day Seminar****Topic:** Best in Class Practices in Procurement & SCM**Location:** Ariba, Inc.**Instructed by:** Dr. Soheila Lunney; President, Lunney Advisory Group

(Continued from Page 14)

November 18, 2008

Dinner Meeting

Forum Topics:

Forum 1: Focused Preparation for the CPSM Exam (Panel Discussion)

Forum Facilitator: Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor PSU New Kensington

Forum 2: Critical Elements of Effective Negotiations

Forum Facilitator: Mr. Ernest Gabbard; JD, CPSM, C.P.M., Corporate Procurement Director, Allegheny Technologies, Inc.

Dinner Meeting Topic: Mitigating Risk in the Area of Supply Management

Dinner Speaker: Mr. Chris Stockwell; Vice President Procurement, H.J. Heinz, Inc.

December 16, 2008

Dinner Meeting

Holiday Event

Forum: The Use of Handwriting Analysis in the Business World

Forum Speaker: Mr. Dennis Duez; Expert Handwriting Analyst

Dinner Meeting Topic: The Impact of Behavioral Style on Your Professional Success

Dinner Meeting Speaker: Ms. Ginny Berger; Principal, Partners for Performance Consulting

January 20, 2009

Dinner Meeting

Forum: Developing Nations & The Economic Impact on the Global Economy: Focusing on Brazil, Russia, India and China

Forum Speaker: Dr. Dave Hanson; Professor, Duquesne University

Dinner Meeting Topic: International Finance for Supply Management Professionals

Dinner Meeting Speaker: Mr. Ron Summerhill; C.P.M., Purchasing Manager, Latrobe Specialty Steel

February 17, 2009

Dinner Meeting

Forum Topic 1: Focused Preparation for the CPSM Exam (Panel Discussion)

Forum Facilitator: Dr. Michael McGinnis; CPSM, C.P.M., Associate Professor PSU- New Kensington

Forum Topic 2: Supply Chain Management: Time for a Career Development Tune Up

Forum Speaker: A Representative from American Eagle's Human Resources Department

Dinner Meeting Topic: The Decade Ahead in Supply Management

Dinner Meeting Speaker: A Representative from Ariba, Inc.

February 26, 2009

One Day Seminar

Supply Market Analysis for a Competitive Advantage

Location: Ariba, Inc.

Instructed by: Mr. David Hargraves; C.P.M., Director, Strategic Sourcing: UPMC

(Continued from Page 15)

March 24, 2009

One Day Seminar

Purchasing Month

Topic: TBD

Speaker: TBD

April 10, 2009

Get it Going in the AM Seminar:

8:00 – 10:00 am:

Topic: Developing Leadership Skills for the Supply Management Professional

Location: TBD

Instructed by: Ms. Kathi Jobkar; C.P.M., Procurement Manager, Allegheny Technologies, Inc.

April 21, 2009

Dinner Meeting

Forum Topic: Top Ten Current & Future Skills for Supply Management Professionals

Speaker: A Representative from Kelly Services, Inc.

Dinner Meeting Topic: Ethical Leadership – Achieving Individual & Organizational Excellence

Speaker: Mr. Jim Weber; Professor Business Ethics & Director Beard Center for Leadership in Ethics at Duquesne University

April 23, 2009

Satellite Seminar

Topic: Preparing to Negotiate On-Shore & Offshore

Location: Allegheny Energy Offices located in Greensburg, PA

May 21, 2009

One Day Seminar

Topic: Contract & Procurement Law Seminar

Location: Ariba, Inc.

Instructed by: Mr. Ernest Gabbard; JD, CPSM, C.P.M., Corporate Procurement Director with Allegheny Technologies

May 19, 2009

Dinner Meeting

Excellence in Education Evening

Forum Topic: The Contract Life Cycle ~ Contract Performance ~ Focusing on Writing & Negotiations

Forum Presenter: Mr. Charles Dominick; SPSM, President Next Level Purchasing, Inc.

Dinner Meeting Topic: The Contract Life Cycle ~ Focusing on Contract Management

Speaker: Ms. Kathi Jobkar; C.P.M., Corporate Procurement Manager, Allegheny Technologies, Inc.

Satellite Seminar

June 4, 2009

Topic: Talent & Career Management for Supply Professionals

Location: Allegheny Energy Offices located in Greensburg, PA

June 15, 2009

ISM-Pittsburgh Annual Golf Classic

Location: Quicksilver Golf Course

The Other Two Dirty Secrets of Success by Dr. Allan Zimmerman

"As I mentioned last week, success has been studied ... and continues to be studied ... in thousands of research projects around the world. It's no longer a secret.

If you obey the laws and principles of success, if you apply the skills and strategies associated with success, you will succeed. That's what my two-day program, "The Journey to the Extraordinary," is all about. The next offering will be in Orlando on February 5-6, 2009, and you can get a preview right now by going to <http://www.Journey-To-The-Extraordinary.com/>

However, for today's purposes, let me finish last week's discussion ... where I outlined the first two steps in success ... "to toil awhile" and "to endure awhile".

But some of you may have thought that's easier said than done.

Of course it is. The folks who make it in this world ... the folks who become truly successful ... continue to "toil" and "endure" in spite of their problems, challenges, and setbacks. Successful people know that hard work DOES NOT PREVENT problems. It simply GETS THEM THROUGH the problems.

Mary Kay, the founder of Mary Kay Cosmetics, knew that. She went through enormous challenges and came out a winner, because she learned, "One of the secrets of success is to refuse to let temporary setbacks defeat us."

The same goes for Lee Iacocca, the former chairman of the Chrysler Corporation. When the world told him to let his debt-ridden company die, Iacocca refused. He didn't wait for the economy to change or for a government bailout to rescue him. Iacocca pronounced, "So what do we do? Anything -- something. So long as we don't just sit there. If we screw it up, start over. Try something else. If we wait until we've satisfied all the uncertainties, it may be too late."

No, you've got "to toil awhile" and you've got "to endure awhile" ... if you're going to be successful at anything.

And then you've got to round out the success Journey by going on to steps 3 and 4.

3. Believe always.

That's right. Believe in yourself. Believe in a power bigger than yourself. Believe in success. And believe you can be successful.

That's what AG did. You see ... AG had a head for business but he was also a gifted musician. He played the saxophone, the flute, and clarinet. And while training at one of the most prestigious music conservatories in the country, AG hoped to make a name for himself in the music industry.

When given the opportunity to join a popular swing band, AG took it. Instead of going to college, AG toured the country as a musician. But he didn't follow the typical lifestyle of musicians. Whenever he wasn't playing music, he was reading books about economics -- even between sets of the band's performances.

The Other Two Dirty Secrets of Success by Dr. Allan Zimmerman

In spite of his talent, AG soon learned that it was another saxophone player ... Stan Getz ... who really had "it." And by comparison, AG just didn't stack up. So he quit the band and started college.

Now you may think that AG stopped believing in himself and stopped believing in success. Not at all. He simply redirected his efforts ... because sometimes it takes another person's greatness to expose our own limitations and set us free to pursue our true talents.

Today, AG says that leaving the band was the "best economic decision" he ever made in his life. After graduating from college, AG found his niche in finance. And for nearly 20 years -- serving four U.S. presidents -- AG or Alan Greenspan chaired the Federal Reserve Board.

You may have a dream. I hope you do. Just remember, when obstacles get in the way of your dream, as they inevitably will, learn from the obstacle. As James Burgh says, "If you would not have affliction visit you twice, listen at once to what it teaches."

Look for the lesson in the obstacle. Learn from the affliction.

You may decide to change course ... as Alan Greenspan did. Or you may decide to stay the course ... as South African President Nelson Mandela did. Mandela learned, "The greatest glory in living lies not in never falling, but in rising every time we fall."

Whatever lesson you learn, keep on believing. BELIEVE ALWAYS.

And finally ...

4. Never turn back.

As I teach in "The Journey To The Extraordinary" experience, true commitment begins when we reach the point of not knowing how we can possibly go on, and decide to do it anyway.

What about you? Are you known as a person who never turns back? Who never quits?

Or are you known as a person who bails out when the tough times come? Who just hangs it up when things get rough?

I don't know what category you fall into, but I do know this. You can tell how big a person is by what it takes to discourage him.

If you're going to be successful, you've got to remember point 4. "Never turn back." You've got to remember the letters M.I.H. -- just like that high school kid I read about.

This kid had a passion for excellence in everything he did, especially in his favorite sport of wrestling. And last year he had an amazing season, winning

The Other Two Dirty Secrets of Success by Dr. Allan Zimmerman

the second place trophy in the state championships.

Now that was good, very good indeed. But the day after the state finals, he was back in the same old gym working out in the same old sweats with one small change. He had placed white tape on each of his three middle fingers, and on each piece of tape was a letter -- M.I.H. His friends, family, and teammates all repeatedly asked about the letters, but he refused to divulge their meaning.

He kept the letters on his fingers all year, and he trained harder than ever, until he again found himself at the state tournament. This time the outcome was different and not a surprise to anyone who had witnessed his daily determination in the gym. He was crowned state champion.

Finally, he was able to share with everyone ... that while they cheered his second place finish the year before ... he vowed to get better ... to be the best. Displaying vision beyond his years, he developed a clear goal, designed a plan to achieve it, and created a tool to provide focus. He knew that if he really wanted to be the best, it was up to him. He was determined to M.I.H. -- Make It Happen.

Action:

If you sometimes doubt yourself, if you find it difficult to believe in yourself, start telling yourself, "I believe in success, and I believe in myself." Say it 5 times or 50,000 times ... whatever it takes ... to cast out the doubt and put in the courage.

Make it a great week!

Dr. Alan Zimmerman

Reprinted from the November 4, 2008 issue of Dr. Alan Zimmerman's Newsletter titled Dr. Zimmerman Shares the Other Two Dirty Secrets of Success.

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**~SEMINAR & WORKSHOP
OFFERINGS FOR
PROCUREMENT PROFESSIONALS~**

ISM-Pittsburgh Sponsored All -Day Seminars

Date: September 19, 2008
Seminar: Fundamentals of SCM for the New Buyer
Instructed by: Dr. Soheila Lunney
Location: ARIBA Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

Date: October 10, 2008
Seminar: Developing Leadership Skills for the SCM Professional
Instructed by: Ms. Kathi Jobkar
Location: Monroeville
ISM Member Cost: \$40
Non Member Cost: \$50

Date: November 7, 2008
Seminar: Best in Class Practices in Procurement & SCM
Instructed by: Dr. Soheila Lunney
Location: ARIBA Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

Date: February 26, 2009
Seminar: Competitive Market Analysis
Instructed by: Mr. David Hargraves
Location: ARIBA Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

Date: March 24, 2009
Purchasing Month Seminar: *Topic TBD*
Instructed by: TBD
Location: Sheraton Station Square
ISM Member Cost: No Cost
Non Member Cost: \$280 (includes free 14 month

membership in ISM-Pittsburgh)

Date: April 10, 2009
Seminar: Developing Leadership Skills for the SCM Professional
Instructed by: Ms. Kathi Jobkar
Location: Cranberry Twp.
ISM Member Cost: \$40
Non Member Cost: \$50

Date: May 21, 2009
Seminar: Procurement & Contract Law
Instructed by: Mr. Ernest Gabbard
Location: ARIBA Headquarters
ISM Member Cost: \$450
Non Member Cost: \$550

ISM-Pittsburgh 2008-2009 Satellite Seminars:

Thursday, October 16, 2008 Applying Lean Concepts in Supply Management

Thursday, April 23, 2009 Preparing to Negotiate—Onshore and Offshore

Thursday, June 4, 2008 Talent and Career Management for Supply professionals

- Satellite Seminars will be held at Allegheny Energy's Offices located at 800 Cabin Hill Drive in Greensburg, PA.

- To register for each ISM-Pittsburgh Sponsored Seminar, contact Paula Massey; ISM-Pittsburgh at 724-508-0200 or fax registration to 724-508-0218. Non members may attend at a cost of \$25.00.

Procurement Technology Success Secrets by Mr. Charles Dominick; SPSM**What Are Procurement Technology Best Practices?**

Procurement technology helps accelerate business improvements. Still, many procurement professionals struggle to get a procurement technology initiative started due to senior management reluctance to invest in it.

The key to convincing senior management to invest in procurement technology is showing them a return on investment (ROI). ROI means that the money saved by using the technology will be greater than the money spent on paying for the technology and the internal and external resources to implement it.

Senior management may also ask "'What happens if we [implement procurement technology] versus what happens if we don't?'" according to Linda Peyton, Project Manager of eSourcing and Contract Management Systems for Wolters Kluwer. "You have to calculate the value and communicate the benefits."

Being creative when communicating benefits can help. For example, if you estimate your savings attributable to eSourcing to be \$1.5 million and your organization has a 10% profit margin, "then you calculate how many additional sales your sales department would have to generate to obtain that \$1.5 million [in profit increase] and, I guarantee you, senior management will pay attention," Peyton claims. "If you can equate return on investment and cost savings to stock prices, that's even better."

Because eSourcing can produce a faster, more apparent ROI, it is often the first procurement technology tool implemented. However, that may not always be the most strategic approach.

"I believe that any procurement organization must have a spend analytics tool," says Peyton, who shares that a good spend analytics tool "will enlighten you with what you spend, where you spend it, and with whom you spend it." This information serves as the foundation on which a long-term procurement strategy - including the identification of optimal categories for eSourcing - can be built.

Reprinted from the October 28, 2008 issue of PurchTips authored by Mr. Charles Dominick; SPSM

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Next Level Purchasing Inc.

P.O. Box 1360
Moon Township, PA
15108
US

ISM-Pittsburgh Launches a Mentoring Program ~ Press Release

Institute for Supply Management of Pittsburgh has strong positive influence on region's youth

Local Pittsburgh affiliate announces launch of mentoring program, scholarship winners

PITTSBURGH (August 13, 2008) – The Institute for Supply Management of Pittsburgh (ISM-Pittsburgh), a 700-member organization that supports *supply management* practitioners in the Pittsburgh area through professional and personal development, is launching a new mentoring program for *its membership following a successful six-month pilot initiative*.

The local affiliate *also recently* awarded six scholarships to high school and college students, totaling \$15,000 in direct tuition support. Both programs aim to help develop the region's *supply management* professionals into future leaders by building their career skills and teaching the value of education, networking, and communication.

"We're extremely pleased to see that the pilot mentorship program offered a supportive and *positive developmental* environment for those interested in and pursuing the *profession*," said *ISM-Pittsburgh* Executive Director Lisa Romango. "The launch of our affiliate mentoring initiative in the 2008-2009 Program Year is another example of our commitment to the region's best and brightest as we continue our goal to significantly contribute to the overall development of supply management professionals in the region." The affiliate mentoring committee also recognizes that as the academic year begins, each of our deserving scholarship winners will also receive their awards, *which will help* them focus on the value of their educations.

ISM-Pittsburgh supports students *pursuing a higher level of education* through the granting of scholarships. It awarded scholarships in three categories: three for sons and daughters of members, one to a Duquesne University student pursuing a supply chain management degree, and two for Pittsburgh-area schools needs-based scholarships.

ISM-Pittsburgh members interested in participating in the mentorship program can request an application by contacting Lisa Romango at klromango@aol.com or by visiting the *ISM-Pittsburgh* website (www.ism-pittsburgh.org) to obtain an application by December 1, 2008. The formal mentoring committee will review all applicants. Mentors and mentees will be paired based on criteria designed to achieve maximum benefit for all participants.

ISM Press Release ~ ISM Seeks Entries for 2009 Student Case Competition

Media Contacts:

ISM Public Relations
Lindsey Yentes
800/888-6276, extension 3087
lyentes@ism.ws

Jean McHale

800/888-6276, extension 3143
jmchale@ism.ws

ISM seeks entries for 2009 Student Case Competition

(TEMPE, Ariz.) September 25, 2008 -The Institute for Supply Management™ (ISM) invites companies to participate in the 2009 Black Executive Supply Management Summit Student Case Competition by submitting cases to the competition, now in its third year. The Summit will be held March 25-27, 2009 in Orlando, Florida. Summit highlights will include an economic panel with 2009 economic forecasts, sessions on global energy and sustainability and an energy case study.

Students will compete in the case competition for scholarships and winners will be announced the evening of March 26.

"The case competition is a great way for students to gain experience and work together to broaden their knowledge of what it takes to be a leader," said Christina Foster, SPHR, vice president of diversity for ISM. "By attending the Summit, students are able to network and interact with top professionals in the field. Organizations will also have the opportunity to observe supply management's future leaders."

Cases submitted for review should be from two to five pages in length and address the theme "leveraging supply management in our global economy." Companies that submit their cases will be able to showcase their organization as well as encourage future leaders in the field.

ISM is currently seeking sponsors to contribute financially to the competition. Donations will aid in the funding of the competition by providing an opportunity for students to attend and are also used to award the winning teams. Companies interested in investing in the future of supply management by financial giving should contact Lyndsey Ferro at 800/888-6276 extension 3044.

The deadline for submissions is Nov. 14, 2008. For more information on requirements or to submit a case, e-mail besms@ism.ws.

As the largest supply management institute in the world, the mission of Institute for Supply Management™ (ISM) is to lead supply management. By executing and extending its mission through education, research, standards of excellence, influence building and information dissemination – including the renowned monthly ISM Report On Business® – ISM continues to extend the global impact of supply management. ISM is proud to recognize professional excellence in supply management with awards such as the ISM R. Gene Richter Awards for Leadership and Innovation in Supply Management and the J. Shipman Gold Medal Award. ISM's membership base includes more than 40,000 supply management professionals in 75 countries. Supply management professionals are responsible for trillions of dollars in the purchases of products and services annually. ISM is a mem-

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ISM-Pittsburgh Resume Distribution Service

In support of our mission, ISM-Pittsburgh offers resume distribution services to its members in good standing. If you are currently unemployed, underemployed or just seeking a change in employment, contact Ms. Paula Massey; ISM-Pittsburgh Secretary & Treasurer at paulamis@comcast.net.

ISM-Pittsburgh will place your personnel summary and resume information on file. When potential employers or recruiters contact the affiliate regarding open positions, your information will be shared with them.

Contact Paula today for additional details on this member benefit.

Welcome to ISM-Pittsburgh's Newest Members

Regular Members

Maury Atherton; Buyer, Parker Hannifin Corporation

David Bickley; Sourcing Manager, Glaxo Smith Kline

David Mateer; Procurement Trainee, Bayer Corporation

Rachel Rekich; Commodity Agent, American Eagle Outfitters

Michelle Smith; Procurement Specialist; University of Pittsburgh

Mark Veseleny; Assistant Vice President—Purchasing, Dollar Bank

Sheliah Vickery; Procurement Specialist, Siemens

Jason Yablinsky; Purchasing Clerk, Medrad, Inc.

Academic Membership

Jacob R. Hince; Student— Duquesne University

Congratulations to ISM-Pittsburgh's Newest CPSM's

Jamie Alderman; Alcoa, Inc.
Diana Graham; PNC Financial Services, Inc.
James Polak; PPG Industries
Randall Rolfsmeyer; PNC Financial Services, Inc.
Ruth Siegel; Ariba, Inc.
Robi Bendorf; Bendorf & Associates
Cathy McElroy; Medrad, Inc.
Stephen Tambolas; Strategic Supply Chain Management LLC
Michael McGinnis; The Penn State University
Ernest Gabbard; Allegheny Technologies, Inc.

Special Offer for Pittsburgh ISM Members

Speaking with One Voice Program

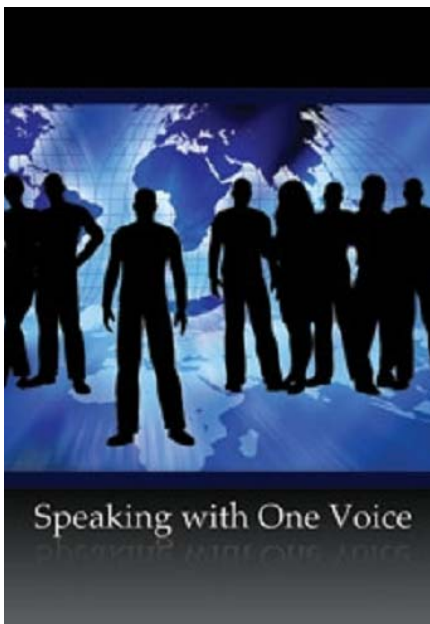
Are you frustrated with suppliers who do “end runs” around your sourcing teams?

Do you wish senior management would stop talking with suppliers, or at least ask you for input on what to say?

Does your supplier always seem to know more about what is happening at your company than you do?

Speaking with One Voice is a key success factor in strategic sourcing. Use Greybeard Advisors’ *Speaking with One Voice* program to create the necessary internal awareness and discipline throughout your company.

Greybeard Advisors LLC originally created this proprietary program for its training and consulting clients. Featuring narrated vignettes, the program has proved to be very effective in creating the necessary internal awareness and buy-in. The program is now available on DVD for corporate licensing to qualified end users.



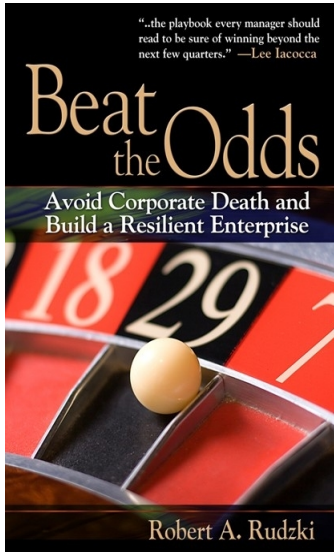
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To qualify for the ISM – Pittsburgh pricing (\$ 1,200 for a perpetual corporate license), use this PROMOTION CODE: **PittsISM2007**



ISM-Pittsburgh Book Review

Beat the Odds: Avoid Corporate Death & Build a Resilient Enterprise

"Beat the Odds is the playbook every manager should read to be sure of winning beyond the next few quarters." — Lee Iacocca

Book Description: The evidence is clear: it is rare for any organization to survive for more than a few decades. Most of the companies revered in other books for their current success are unlikely to survive. This book clearly illustrates why great organizations slip from leader to follower to road kill and how organizations can Beat the Odds and avoid this fate. If you've enjoyed classics like *In Search of Excellence*, *Good to Great*, and *Built to Last*, you should read *Beat the Odds*! Several Pittsburgh-based companies are used as examples.

The book's author is Bob Rudzki, President of Greybeard Advisors LLC (a Gold Sponsor of ISM Pittsburgh), and the former SVP and CPO of Bayer Corp.

Order *Beat the Odds* through the ISM Pittsburgh website, and we earn a commission!

November 18, 2008
ISM-Pittsburgh Dinner Meeting
FAX Reservation Form

REMINDER

Credit Cards will no longer be accepted at the door

Please fax your dinner reservation to ISM-Pittsburgh at (724) 508-0218, or go to <http://www.ism-pittsburgh.org> for e-mail reservations. **You may pay your dinner reservation in advance by including credit card information and faxing the reservation form to the secure fax number listed below.** You may also pay at the door by cash, check, Visa, MasterCard, or American Express.

Amount due:

Student: \$15.00

Member with Advance Reservation: \$25.00

Non-Member Reservation: \$35.00

Please register early. Dinner count is confirmed on the Thursday prior to the meeting.

Please remember if you make a reservation and do not cancel, ISM-Pittsburgh is charged for the price of the dinner. **Therefore, effective September, 2004, if you make a reservation and do not attend the dinner meeting you will be billed for the price of the dinner.** To cancel dinner reservations, you must call (724) 508-0200 no later than noon on the Monday prior to the Tuesday dinner.

*Advance Reservations must be received prior to 12:00 p.m. on the Thursday prior to the event.

Date of Dinner: _____

Name: _____

(As you wish it to appear on name badge)

Company: _____

Phone Number _____

Fax Number: _____

E-Mail: _____

Guest(s): _____

Credit Card Info: _____

Expiration Date: _____

I Will Attend:

Forum 1 Only _____

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Vegetarian Dinner Requested _____

FAX TO: (724) 508-0218

Exceptional One-Day Seminar

on

~Best in Class Practices in Procurement & Supply Chain Management~ *Instructed by Dr. Soheila Lunney*

Name: _____

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TOPICS/DATES: Best in Class Practices in Procurement & Supply Chain Management

LOCATION: ARIBA Headquarters — 210 Sixth Avenue — Pittsburgh — PA 15222

REGISTRATION: 8:00 a.m.— 8:30 a.m.

SEMINARS: 8:30 a.m. to 3:30 p.m.

LENGTH : Six hours and one hour lunch

ISM MEMBER SINGLE SEMINAR COST: \$450.00 payable to ISM-Pittsburgh

NON MEMBER SINGLE SEMINAR COST: \$550.00 payable to ISM-Pittsburgh

ISM MEMBER DISCOUNTED TWO SEMINAR COST: \$800.00 payable to ISM-Pittsburgh

NON MEMBER DISCOUNTED TWO SEMINAR COST: \$1000.00 payable to ISM-Pittsburgh

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

Attendees will receive six continuing education hours for each session

Cancellation Policy: If for any circumstance you are unable to attend, a full refund will be issued up to two weeks before the seminar date. Cancellation within one week of the seminar will yield a 50% refund.

This ISM-Pittsburgh Sponsored Seminar
will highlight the increased impact of Procurement/Supply Chain Management
on company profitability and long-term business success. Procurement is now in a position
to affect company profitability faster and more dramatically than any other corporate function

Best in Class Practices in Procurement and Supply Chain Management

Date: November 7, 2008
8:30 am – 4:00 pm

Location: Ariba Headquarters
210 Sixth Avenue, Pittsburgh, PA

**Prepared and
Conducted by:** Dr. Soheila Lunney

***This seminar will outline best practices that procurement professionals can use
to transition from tactical execution of POs to the acquisition of goods and ser-
vices at optimum Total Cost of Ownership (TCO) from reliable sources while
proactively contributing to the bottom line***

***Presenter will share new and emerging practices adopted by leading edge or-
ganizations to create competitive advantage***

***Take advantage of this opportunity
to hear from a highly experienced supply chain professional
how to reduce costs and add value
even if you have limited resources and minimal buying leverage***

Earn 6 Continuing Education Hours (CEHs) for your participation

For more information contact:
Lisa Romango, at klromango@aol.com or (412) 967- 9104

2008-2009 ISM - Pittsburgh Officers

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CANONSBURG, PA 15317
PHONE: 724-485-4209 FAX: 724-485-4806
E-MAIL: georgebissett@consolenergy.com

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PAULA CARPINELLI, A.P.P., C.P.M., C.B.M.
UNIVERSITY OF PITTSBURGH
3328 CATHEDRAL OF LEARNING, RM. 3412
PITTSBURGH, PA 15260
PHONE: 412-624-6208 - FAX: 412-624-5472
E-MAIL: pcarpinelli@bc.pitt.edu

EXECUTIVE DIRECTOR

LISA ROMANGO
202 FIELD CLUB RIDGE.
PITTSBURGH, PA 15238
PHONE: 412-967-9104 - FAX: 412-967-9105
E-MAIL: lisaromango9104@comcast.net

SECRETARY& TREASURER

PAULA MASSEY
208 WOODVIEW DRIVE
BEAVER, PA 15009
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E-MAIL: paulamis@comcast.net

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