



Metals Service Center Institute
100 YEARS STRONG™

Professional Development: Purchasing, Inventory, Transportation and Operations

Purchasing & Supply Management

Successful purchasing depends on good decisions, and good decisions result from good management techniques. The changing procurement and physical supply environment requires that Metals Service Centers apply the latest business, purchasing, supply management and materials management strategies, practices, systems, and organizational structures to improve productivity and effectiveness.

Worldwide competitive pressures require greater contribution from the purchasing and supply management functions and suppliers to improve the organization's relative position on quality, price, technology, and responsiveness—that doesn't mean sitting around and waiting for it to happen! What are you doing about strategic sourcing, negotiation, and alliances/partnering in your supply base?

As a purchasing professional, you are the key in the procurement and physical supply process. Advanced technology, sophisticated marketing approaches, and expanded requirements for goods and services have made the purchasing job more complex than ever before. “Evolution” is the buzzword among competitively-minded purchasers. Implicit in this concept is the application of personal skills which range from technical aspects to overall comprehension of the business requirements.

What this means is that the same elaborate procedures, skill sets, and extensive efforts should not be expended for the small, as well as large purchases. Therefore, the degree of skill exercised in the purchasing process can make the difference between profit or loss and between cost savings or cost overruns.

Naturally, the specific needs of an organization and the peculiarities of the type of buying, call for a deviation from set guidelines. Although there are variations due to organizational needs, the fundamentals do not change.

Learning the skills offered in Purchasing & Supply Management can make a difference in the way you plan and execute the purchasing function within your organization. Plan to attend this exciting opportunity to refine your thinking and find out what you can do to become even more effective on the job.

At this powerful seminar, you will learn how to:

- Manage the big picture effectively by inter-departmental coordination in a strategic purchasing environment.

- Examine specific, time tested inventory ordering and planning techniques.
- Obtain the advanced procurement skills and the strategic awareness that is vital for enhanced functional results and outcomes.
- Prepare plans, set goals and objectives for contribution to the bottom line and cost effectiveness.
- Decide what sourcing strategies and expectations can be used to enhance supplier quality and productivity and optimize the supply base.
- Broaden your perspective about what factors in the business environment affect purchasing decisions and how purchasing should monitor, appraise, and evaluate these factors through performance reports.
- Maintain cooperative relationships with suppliers in order to realize maximum cost efficiencies and continuity of service.
- Ensure that communication is clear and concise internally, both between you and your staff-and externally with vendors, suppliers, and third parties.
- Improve your ability to communicate results to top management about selling purchasing's contribution to the overall organizational goals.
- Gain a working knowledge of the methods, techniques, and formulas for analyzing good purchasing decisions.
- Select the supplier, the product or service, and the solicitation package that best meet the organization's needs and budget.
- See what an A-B-C classification system can do for you.
- Understand the difference between domestic and international sales and freight terms—and their implications.
- Read and understand applicable laws that pertain to the contracting process.
- Prepare yourself for the use of specialized purchase instruments and their contracting alternatives in the contracting process.

Who Should Attend

Purchasing & Supply Management is designed to give purchasing, procurement, supply management personnel—buyers, analysts, coordinators, agents, contract administrators, supervisors, managers, executives—a two-day, concentrated course in effective purchasing management. It is designed for those who make sourcing decisions, execute and negotiate contracts, and develop strategies within the purchasing or supply management function.

Advanced Inventory Management

It's going to be another challenging year to be in business:

- Uncertain economic times have forced companies to reduce their investments in stock inventory while maintaining high levels of customer service.
- Technology has allowed other companies to expand and increase their market areas. The result: You face more competition than ever! This competition has created more pressure on your company to consistently have the products your customers want, when and where they want them.
- Increased competition has also put pressures on profit margins. You probably have to offer lower prices in order to retain current business and attract new customers.
- The number of new products introduced to the market continues to increase at a rapid rate. You must invest in more products with your limited capital. Your inventory and your people have to work as efficiently and effectively as possible.

Take control of what is probably your largest asset. Learn how to effectively manage your inventory and increase your company's productivity and profitability. This comprehensive two-day workshop thoroughly explains the concepts and strategies of 21st century distribution inventory control and management. You'll also receive the step-by-step instructions necessary to develop and maintain an effective inventory management program for your company.

This workshop is not a typical inventory management seminar. It is a two-day session designed for people who want to take an aggressive, hands-on approach to dealing with their inventory challenges. Before the session we will supply you with a list of information to collect from your organization and computer system. During the workshop you have the option to use your data (or alternative sample data supplied by the trainer) in a series of exercises and Excel spreadsheets to determine:

- How to ensure that on-hand quantities in your warehouse remain accurate with cycle counting, ensuring that all material movement is properly recorded, and protecting your inventory from theft.
- Warehouse organization that will minimize the cost of filling orders.
- How to accurately measure the productivity and profitability of your investment in inventory.
- Products that are not contributing to your overall inventory-related goals and might be candidates for liquidation.
- How to identify and analyze possible unusual sales or usage.
- How to recognize the specific components necessary to develop a meaningful forecast of future demand for each stocked product. During this segment we will look at several popular methods of forecasting to determine the "best" method for your inventory.
- How to measure and improve forecast accuracy.
- How promotions, environmental factors and special products can be incorporated into a forecast.

- Whether is it better to buy from a vendor, transfer from a central warehouse or assemble a product in-house.
- The effect that longer and shorter lead times have on your total inventory investment and the service you provide your customers.
- How to decide on the “right” amount of safety stock or reserve inventory for each item to balance customer service and profitability as well as several methods for determining this quantity.
- How often you should issue replenishment orders for each source of supply (especially when vendors offer different terms for different sized orders or you have to decide between several vendors).
- The best replenishment parameters and reorder quantity for each stocked item.
- The optimal inventory for each product (expressed as an average monetary amount and number of days’ supply) compared to your current inventory.
- How much excess inventory your suppliers are forcing you to carry.
- When it is in your best interest to take advantage of special discounts, payment terms or other incentives.
- How changing your business objectives will affect your inventory performance.
- A simple way to determine what product or vendor lines need the most attention from a buyer.
- How collaboration with suppliers and customers can decrease the inventory throughout the supply chain.
- The best “total performance” measurements for your investment in inventory.

Because we are dealing with your data and “live” software, we will perform a lot of “what if” analyses and you will discover how making small adjustments to your current practices can result in big improvements. Best of all you will discover your organization’s unique potential because you will perform all analysis with your own data.

As we proceed through the course you will develop a list of action items to complete in the upcoming several months. During the last segment of the course we will organize these action items into a comprehensive plan to achieve effective inventory management.

For those participants who cannot obtain the necessary data from their organizations a sample data base will be supplied. And if you do not have a laptop, you will be able to follow examples presented by the trainer on his computer. However, to achieve maximum benefit from the course all you should have a computer equipped with Excel®software.

Transportation & Logistics Management

Each day your company relies on numerous methods of transportation to receive material from your suppliers and to get your products to your customers. Transportation management becomes an ever-greater aspect of cost control. How well are you controlling transportation costs? Are you getting the most for your transportation dollar? Join your peers in this hands-on program, specifically geared to the metals industry.

This two-day program is designed to provide warehouse supervisors and transportation managers with the knowledge necessary to better transportation logistics, control costs and improve productivity.

Topics include:

- Modes of Transportation
- Private Truck Fleet Operations
- Transportation Documentation
- Inbound Shipments from Suppliers
- Outbound Shipments to Customers
- Incoterm Rules – International Commercial Terms
- Freight Bills and Freight Claims
- International Transportation
- Intermodalism and Third Party Providers
- Technology, Systems and Special Issues

Who Should Attend

This intensive three-day program has been designed primarily for warehouse managers, warehouse supervisors, plant superintendents, logistics managers and materials managers

Operations Management 1

Did you know that 40% of new managers fail within the first 18 months of promoting them? Why? Because they don't get the training they need to deal with people, manage workloads, mediate conflict, juggle deadlines and much more. In other words, they got promoted because they were good at their job—not because they can actually lead people.

Each day your company relies on supervisors to manage an efficient warehouse. More than 50% of the costs of running a warehouse are labor costs. How well are you controlling these costs? Are you getting the most for your management dollar?

Technical skills alone are not enough. Supervisors need strong managerial skills that are directly related to the demands of the metals industry. Join your peers from service centers and mills throughout North America in this hands-on program.

Operations Management 1 is designed to provide the less-experienced warehouse supervisor with the knowledge necessary to better manage people, communicate effectively, control costs and improve productivity.

Participants will learn:

- **How to Lead and Motivate:** Identify the roles and responsibilities of a successful supervisor, how to improve the morale and productivity of your warehouse workers to increase efficiency and resolve conflicts. Discover the elements of effective leadership and 13 ways to be a better motivator.
- **How to Manage and Prioritize:** Learn goal-oriented techniques for setting priorities and gaining control of warehouse operations. Recognize and deal with time-wasters in operations and discover the art of assigning tasks and delegating responsibilities. Create effective teams that work!
- **How to Better Communicate:** Study 13 ways to improve your communication skills – with your boss, colleagues and employees. Learn to communicate in large and small, union and non-union companies, within the warehouse, between shifts and in other company functions.
- **How to Cultivate Support for Your Ideas:** Improve your ability to sell your ideas to management through effective problem-solving recommendations and a seven-step method for influencing others. Create winning approaches to oral and written reports and proposals.
- **How to Evaluate Productivity:** Understand why you must measure productivity and performance and learn the three critical ingredients for accurate warehouse management. Learn how to get the information you really need to measure performance and productivity, such as shipments per man-hour, man-hour per ton, processed orders versus pulled stock, and more.
- **How to Understand Costs:** Recognize the costs or processing errors, material handling and overhead and how to reduce them. Understand asset and ROI accountability.

Who Should Attend

This program has been designed primarily for warehouse operations supervisors with less than five years' experience. Foremen, warehouse managers, warehouse supervisors, plant superintendents, logistics managers and materials manager will also benefit.

Operations Management 2

An efficiently run warehouse can dramatically increase a company's profitability, while reducing its costs. This intensive seminar focuses on plant layouts, capacity planning, scheduling, receiving and shipping, storage and equipment, and inventory control in order to help you run your operation more efficiently. Following the seminar, participants can expect to return to their jobs with a tailored action plan for more effective operations.

After attending this professional development program, participants will:

- Identify ways to reduce expenses while improving your service center's move and store functions
- Learn to outline performance measurements & controls to help you consistently reach your goals
- Obtain the essential tools necessary to gauge your operations success
- Gain the knowledge to evaluate appropriate material handling and storage equipment
- Be able to calculate the cost of poor safety habits and learn how to correct them

Topics include:

- In-Warehouse Location & Inventory Control
- Inventory Accounting & Record Accuracy
- The Changing Role of Supervisor
- Methods Improvement
- Labor Standards Development & Techniques
- Performance Measurement, Monitoring & Control
- Planning Labor, Equipment, Capacity & Workloads

Who Should Attend

Specifically designed for the metals industry, the curriculum covered in this intensive program will benefit operations managers, warehouse managers and supervisors, logistics and materials managers, and frontline leaders.