



Competitive Edge Monthly Newsletter Volume XXXV-V

January, 2015 - In This Issue:

President's Message
.....

Board of Director Message
.....

Next Supplier Diversity Meeting
.....

**Scholarship & JH Leonard
Applications Now Available**
.....

**January Membership Meeting -
Webinar**
.....

**"Take It To The Top" - Annual
Conference**
.....

**Upcoming Professional
Development**
.....

A vertical rectangular advertisement with a thin black border. At the top, the text 'Take It To The Top' is written in a bold, red, sans-serif font. Below this is a black and white photograph of the top portion of the Empire State Building. Underneath the photo, the text 'Annual Conference' is written in a bold, red, sans-serif font. At the bottom of the advertisement is the ISM logo, which includes the letters 'ISM' in blue, a stylized red and blue swoosh, and the text 'institute for supply management' and 'ISM—New York, Inc.' in a smaller blue font.

President's Message

Keith Hines

Happy New Year and welcome to 2015!

This month I want to share a few thoughts on meetings and time.

First, I trust many of you took some time off to be with family, friends, or people you don't see very often. Perhaps, you even found some time for yourself. Looking forward, we have another challenging year in front of us. My question is what are your resolutions or plans for this year?

Yes, we have the usual suspects:

- * lose weight / gain weight
- * find more time for hobbies and loved ones
- * travel more or travel less
- * various bucket list projects

Whatever your goals or plans, remember you have 360 days left to make progress. A key factor that will determine how much progress we make against our personal goals is how much time we commit to our endeavors. In our work world, the same rule applies with one key difference: there must also be focus on how effectively we work with staff and stakeholders. Let's look at some of the numbers.

For most of us we have somewhere between 2,000 to 2,500 hours to commit to work this year. If you are a CEO, owner, founder or other senior executive - add 500 to 1,000 hours to your workload. Where does all this time go?

Depending on the industry about 35% of your time is spent in "meetings" and if you are in senior management, this goes past 50%. Meetings can be good if they are properly managed and staff are prepared and engaged. That said, most meetings have hidden issues. The problem is at some point during the meeting, 92% of the attendees are multi-tasking, 69% are checking email and 49% are working on an upcoming meeting. Are you guilty of any of the above?

Procurement professionals must have meetings, it's how we communicate with our customers, stakeholders, suppliers and each other. Meetings are here to stay. What can we do to have more effective meetings and gain more time for ourselves? A few things to consider:

- * Have shorter meetings (three hour movies make people yawn and so do meetings)
- * Set clear expectations for the meeting outcome (note: it's ok to just brainstorm)
- * Start and end on time (don't be afraid to schedule another meeting if time runs out)
- * Capture key points and share after each meeting (someone needs to take notes)
- * Don't be afraid to cancel a meeting (if you are not prepared "reschedule"/ fight another day)
- * Send meeting materials in advance (keeps people focused on commitments)
- * In person meetings work best (video conferencing can help remote staff stay engaged)
- * Avoid monologues (these can occur at any time during a meeting)

Finally, set ground rules for your meetings. If all else fails, schedule another meeting to discuss meetings.

Good luck this year, I look forward to continuing the conversation at the next ISM-New York meeting.

Regards,

Keith Hines



January Membership Meeting



Tuesday, January 13, 2015
12 Noon - 1:30 pm
Webinar Meeting

"Maximizing Savings through Procurement Operations"

presented by
Melissa Drew, PMP



Procurement Operations is a rapidly growing department underneath the larger procurement organization umbrella. In its early stages, this may have once included a small group of people viewed more as a back-office support function. In this one hour webinar, we will address the common functions within Procurement Operations and how this department can foster additional savings beyond the traditional strategic sourcing initiatives. The webinar will include metrics and benchmarking.

Presenters Bio:

Melissa Drew, PMP is an accomplished in procurement optimization with over 17 years of industry and consulting experience. She works with fortune 300

Director of Affiliate Development

Elaine Griffith, C.P.M.

Supplier Performance Management (SPM) Strategies deliver Measurable Results for Your Business . . . you can bank on it!



SPM or Supplier Performance Management is part of an overall Supplier Relationship Management (SRM) Strategy. This strategy typically includes a simple process to follow and I can attest that it works brilliantly for improving Supplier performance, collaboration as well as innovation discovery.

Recently, I noticed by inviting the cross-functional team to a shared-service QBR (Quarterly Business Review) meeting, the team received a better understanding of the service and learned about innovative opportunities for their business unit. As a result of the SPM strategy steps implemented, the supplier is performing at a higher level and we see a reduction in the number of service complaints.

A tight procurement process includes several important tenets: on-time delivery of high quality goods/services, innovation and cost savings/value-added services. A SPM strategy supports and continues to drive all of these after the RFP has ended and contractual relationship has begun. Whether business owners/stakeholders are working in concert with their Procurement Team or solely managing the supplier relationship, implementing a SPM strategy is a great way to build and maintain improved relationships. The SPM process provides transparency and builds trust between the client and its suppliers.

Here is a basic list of elements that constitute a Supplier Performance Management program (assumes Sourcing and Contract Strategies were already completed). The Client is ready to implement the contract deliverables with the supplier:

- * Communication Strategy: Set up regular meetings with key suppliers, especially important during initial implementation phase; decide on the interval of formal business review meetings. Initially, QBR's are recommended.

- In some cases, the business team will need to decide and rank the suppliers that are more strategic and would warrant the implementation of an SPM strategy. We all know businesses don't issue a contract and let the suppliers self-manage. Of course not, like any good relationship, it requires hard work and a good communication and performance monitoring.

- * Review the supplier's performance against the agreed contractual SLA's and KPI's; gain an understanding of what's working and what's not working.

- Incorporating metrics against SLA's (Service Level Agreements) and KPI's (Key Performance Indicators) into the

companies to achieve sustainable growth across procurement and organizational transformation by facilitating the synchronization of corporate goals and strategies with measureable results to increase return on investment. Ms. Drew is a mentor and advisor to small, diverse-owned organizations, and has served on the N.E. WPEO Diversity Certification Committee. She speaks periodically at industry conferences such as ISM and Procurecon. Ms. Drew received her Master's Degree in Management Information Systems at Auburn University and has a Paralegal degree. In 2014, Ms. Drew was awarded Supply & Demand Chain Top Providers to Know

Agenda - (time is an approximate)

12:00 noon - Members Dial In
12:10 P.M. - Opening Remarks - President Keith Hines
12:20 P.M. - Webinar Presentation to begin
1:15 P.M. - Q&A

This meeting is included for all dues paying ISM-New York members. The non-member guest fee for this meeting is \$45.

[Register Now](#)

"Take It To The Top" 32nd Annual Conference

March 18, 2015

NY Executive Conference Center
1601 Broadway & 48th Street
New York, NY 10019

Earn 7 Continuing Education Hours

This year's conference, will feature one of our best speaking line-ups. We are proud to announce the following speakers:

Gary Smith - CFPIM, CSCP, CPSM, CPSD

Beatriz Loizillon - CPSM, C.P.M.

SPM strategy at QBR's effectively delivers performance improvement over time. This is accomplished by comparing and discussing performance for each quarter. Common issues are addressed aggressively which removes or diminishes repeat issues.

- * Action List - track open items for resolution/accountability
- * Innovation discussion is built into every formal review meeting
- * Continuous Improvement: 360 Performance Scorecards provide feedback for both supplier and client team members' performance. Don't forget to consider that the business team members may need help their own performance and processes when working with the supplier.
 - Cost savings as part of your business's emphasis on continuous improvement and innovation will develop as this process is embedded. This can be a additional cost savings to your business.

In summary, if you are not yet using an SPM strategy, consider implementing one with a key supplier. You will see better supplier performance, improved relationships as well as a new pipeline for innovation for your business.

Supplier Diversity Committee Meeting

January 13, 2015

The next Supplier Diversity Committee meeting has been announced. Hosted by our members at MTA Metro-North Railroad will be on Tuesday January 13, 2015 at 9:00 am.

[Learn More & Register](#)

Award Applications Now Available

The J.H. Leonard Award is given to an ISM-New York member who has rendered distinguished service to the Association in one or more of the following areas:

- Participation in scheduled meetings, forums or other activities of the Association;
- Service to the Board of Directors or a committee;
- Contributions to Competitive Edge;
- Other contributions to the growth, development or professional stature of the profession and ISM-New York.

[Click here to download a copy of the application.](#) The

Elisabeth Schlag Lawrence

With MORE speakers to be added - catch these speakers here locally in New York just back from their speaking engagements which include the ISM International Conference, APICS Conference and AribaLive

[Click here for your registration form](#)

Contact our Executive Office if you would like to be a sponsor!

submission deadline is April 1, 2015 for the committee's consideration.

The Davis-Kassa Scholarship is named after former Executive Directors of ISM-New York who served with distinction: Robert Davis, who served from 1957 to 1978 and Abate and Waka Kassa, who served from 1981 to 2000.

This scholarship recognizes the scholastic achievements of a full-time college student who is the child of an ISM-New York member. Criteria to apply:

- 24 credits (undergraduate or graduate) at an accredited college or university
- GPA of a 3.0 (cumulative)
- Completed application with references.

[Click here to download a copy of the application.](#) The submission deadline is March 6, 2015 for the committee's consideration.

Upcoming Professional Development & Certification Review

Click the title for more information - [Click here to download a Registration Form](#)

[Contract Development and Administration - 1/15/15](#)

[Cost Analysis Concepts - 1/22/15](#)

[CPSM Bridge Exam Review - 1/28 - 1/29/15](#)

[Vendor Audits and Assessing Vendor Risks - 2/12/15](#)

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