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World class instructor

Few have as many supply-chain certifications as FVTC's Haas

By Jean Peerenboom

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For the past 40 years, supply-chain professionals around the world have been managing the planning portion of supply-chain management the same way. During the past five years, that has changed and it is something that Fox Valley Technical College instructor Gaylen Haas is excited about.

There are very few people in the world who have as many supply-chain certifications as he is the only one in the world to have earned the combination of supply chain certifications that he has. He is only one of

10 in North America to hold instructional status in the newest certification class DDPP (Demand Driven Planner Professional).

It is a field that talks in acronyms. He is certified through three different organizations. His title looks like this: Gaylen Haas, CPIM, CIRM, CSCP, CLTD, SCOR-P, AEF, DDPP, DDLP, C.P.M., CPSM. He calculated that he had to take 28 exams to earn these and with the time involved it would add up to 84 credits. "If I had known that ahead of time, I would have gotten my Ph.D.," he said. "There is a need to stay current. There is



Gaylen Haas is the instructor of Supply Chain Solutions at Fox Valley Technical College, Appleton.

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an average of 80 to 100 hours of continuing education to keep certified.”

Supply Chain Management is the broad range of activities required to plan, source, make, deliver and return a product or service from the raw materials supplier to the final end customer and doing it in the most cost-effective and timely way possible. The FVTC Supply Chain Management associate degree program in partnership with ASCM (Association of Supply Chain Management) has successfully put more than 17,000 students through online classes.

Supply Chain Management is the “new business degree,” Haas said. “It is about how you buy something, transport it into your company, make the system faster and more efficient.”

The new Demand Driven Materials Requirements Planning (DDMRP) is just getting started with a couple of courses being offered at FVTC. “Traditionally, MRP (materials requirements planning) used in conjunction with S&OP (sales and operations planning) have taken sales forecasts, broken them down into more meaningful segments and planned the shop floor with that information,” he said. “With the evolution of computing strength, we were able to do more complex calculations at a faster rate. Most of us thought that was a good thing. However, what we were doing in reality was sending more inaccurate information through our planning systems and

supply chains at a faster rate, resulting in more expediting and manufacturing chaos. This equals longer lead times, higher costs, more inventory and a culture that is frustrated and worn out.

“I had the opportunity to meet Dick Ling, the founding father of S&OP, and he even admitted that the S&OP process was not perfect and had flaws in it. However, this is what everyone was being taught and used since.”

The Demand Driven Institute provided a solution and named it DDMRP. The Demand Driven process, he said, uses a combination of supply chain processes:

- MRP, materials requirements planning
- DRP, distribution requirement planning
- Lean manufacturing
- Six Sigma
- Theory of Complex Adaptive Systems (CAS)

“Many organizations use several of these. However, until you use them in a harmonious way together and put a system in place that enables both the management structure and employees to use and embrace it, you will not be able to understand and take advantage of how it can help your organization.”

“In a nutshell,” he said, “DDMRP removes the notorious inaccurate forecast from the tactical operational planning range and uses actual demand to send manufacturing signals through the supply chain. Next, strategic decoupling points are set up within the bill of materials to ensure that variation in product flow does not transfer from

one operation to the next. These decoupled locations have inventory buffers that are set using three ranges of green, yellow and red, and adapt to multiple variable attributes on a daily basis. With the use of these new tools also come new metrics that are more meaningful and can be improved upon using Six Sigma processes to drive the organization into a more competitive position in the market. Bottom line: organizations that use and embrace DDMRP have seen inventory reductions, production throughput increases and customer service increase on average of 30 percent.”

The biggest challenge, he said, “is to get people to think differently about what they can do in supply chain management after doing the same process for so many years.”

Haas, who has about 25 years of Supply Chain and Materials Management experience, said he wishes he had known some of this when he was in the “real world.” He has held various positions with several companies, beginning with Crestline & Vetter Windows in Mosinee, followed by stops at Tenneco Automotive in Litchfield, Mich., and Lake Forest, Ill.; Hamilton Medical in Reno, Nev., and Continental Tire in Mt. Vernon, Ill. He moved to Appleton to become director of supply chain for Appleton Supply Company and then was promoted to the group director of supply chain for Gibraltar Industries.

While the work was fascinating for him, the travel got to be more time than he wanted to be away from his family. He met and married his

wife, Jennifer, in Appleton and they have two daughters, Briella, 10, and Edith, 6. So, he turned to education and has been teaching at FVTC for the past 7½ years. He teaches the two-year Associate Degree in Supply Chain Management in addition to APICS & DDI certification classes. “It is great fun,” he said. “A typical class may have people from Brazil, China, Germany, Russia, South Africa, and many other countries around the world all at the same time. I have taught online with big companies such as Coca-Cola, Dell, DuPont, Rolls Royce, Boeing, Shell Oil, and many more.”

The Associate Degree classes average about 15 students per class and the core curriculum uses the APICS Principles body of knowledge. It sets students up to take certification exams and aids in their credibility when job searching, he said. Through FVTC’s Bordini Center, Haas also offers technical assistance in the area of supply-chain management to companies around the world. “This is fun for me,” he said. One project was helping a European company develop a centralized planning process for more than 18 facilities.

When he isn’t learning or sharing about supply chain management, he enjoys his hobby of playing the Chemnitzer Concertina, a musical instrument that looks like a hand-held accordion. He was entered into the Concertina Hall of Fame in 2008 and maintains a website (gaylenhaas.com) that shares the music and promotes the concertina with the goal of preserving it for future generations.