

*“ Advance Productivity, Innovation, and Competitive Success ”*

**Boletín informativo de APICS Capítulo Guadalajara A.C., dirigido a profesionales involucrados en:**

- Compras/Abastecimientos
- Cadena de Suministro
- Planeación de Producción/Materiales
- Logística/Almacén
- R. Humanos/Capacitación
- Finanzas/Gerencia

## ¿Qué es una Certificación?

Es un proceso de validación formal del conocimiento, el know-how y/o las competencias adquiridas por un individuo, por medio de un proceso de evaluación formal.



Una certificación representa un medio idóneo para demostrar a la sociedad quiénes han alcanzado la actualización de sus conocimientos y una mayor experiencia en el desempeño de su profesión o especialidad, con el propósito de mejorar su desarrollo profesional, obtener mayor competitividad y ofrecer servicios de alta profesionalización.

Los programas de Certificación de APICS son reconocidos en todo el mundo, como el estándar de competencia profesional en la Administración de las Operaciones. Muchos expertos coinciden en que si hablamos de un idioma universal para la manufactura, hablamos de una certificación de APICS.

La educación CPIM es esencial para los profesionales involucrados en:

- Administración de Materiales
- Administración de la Cadena de Suministro
- Administración de la Producción e Inventarios
- Operaciones
- Compras / Suministros
- Logística



Ing. Fernando Colín Galván, MASI,  
CFPIM, CIRM, CSCP, CFP

## CONTENIDO

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# APICS Certified in Production and Inventory Management

2010



## Become an Expert in Production & Inventory Management

La certificación internacional CPIM de APICS, ofrece una formación global y completa desde la planeación hasta la ejecución y control de la producción, con temarios dirigidos a apoyar a la administración de operaciones en la reducción de inventarios y de costos, así como en mejorar la eficiencia operativa y el servicio al cliente.

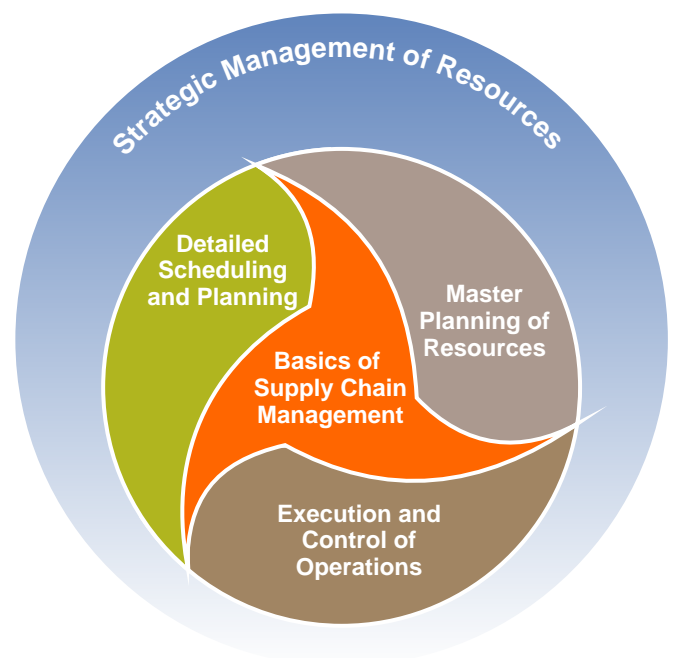
**Dirigido a:** Personal de materiales, planeación, cadena de suministro, compras, abastecimientos, producción, distribución, sistemas e interesados en el tema.

*Nota: Los cursos se imparte en español, utilizando material didáctico en inglés de APICS Internacional.*

*Since 1973, the CPIM program has educated more than 90,000 professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.*

### Cursos:

- Basics of Supply Chain Management
- Master Planning of Resources
- Detailed Scheduling and Planning
- Execution and Control of Operations
- Strategic Management of Resources



### Calendario 2010

#### Guadalajara (Diario)

Basics of Supply Chain Management		
11/01/2010	11 al 15 Ene	25
14/06/2010	14 al 18 Jun	25
08/11/2010	08 al 12 Nov	25
Master Planning of Resources		
08/02/2010	08 al 12 Feb	25
28/06/2010	28 Jun al 02 Jul	25
06/12/2010	06 al 10 Dic	25
Detailed Scheduling and Planning		
08/03/2010	08 al 12 Mar	25
02/08/2010	02 al 06 Ago	25
Execution and Control of Operations		
12/04/2010	12 al 16 Abr	25
06/09/2010	06 al 10 Sep	25
Strategic Management of Resources		
10/05/2010	10 al 14 May	25
11/10/2010	11 al 15 Oct	25

#### Guadalajara (Semanal)

Basics of Supply Chain Management		
#####	06, 13, 20, 27 Feb	24
#####	07, 14, 21, 28 Ago	24
Master Planning of Resources		
#####	06, 13, 20, 27 Mar	24
#####	04, 11, 25 Sep; 02 Oct	24
Detailed Scheduling and Planning		
#####	08, 15, 22, 29 May	24
#####	09, 16, 23, 30 Oct	24
Execution and Control of Operations		
##	05, 12, 19, 26 Jun	24
	06, 13, 20, 27 Nov	24
Strategic Management of Resources		
	03, 10, 17, 24 Jul	24

#### San Luis Potosí

Basics of Supply Chain Management		
15/01/2010	15, 16, 22, 23 Ene	24
04/06/2010	04, 05, 11, 12 Jun	24
05/11/2010	05, 06, 12, 13 Nov	24
Master Planning of Resources		
12/02/2010	12, 13, 19, 20 Feb	24
09/07/2010	09, 10, 16, 17 Jul	24
10/12/2010	10, 11, 17, 18 Dic	24
Detailed Scheduling and Planning		
05/03/2010	05, 06, 12, 13 Mar	24
06/08/2010	06, 07, 13, 14 Ago	24
Execution and Control of Operations		
16/04/2010	16, 17, 23, 24 Abr	24
10/09/2010	10, 11, 24, 25 Sep	24
Strategic Management of Resources		
	07, 08, 14, 15 May	24
	01, 02, 08, 09 Oct	24

#### Aguascalientes

Basics of Supply Chain Management		
	22, 23, 29, 30 Ene	24
	20, 21, 27, 28 Ago	24
Master Planning of Resources		
	19, 20, 26, 27 Feb	24
	10, 11, 24, 25 Sep	24
Detailed Scheduling and Planning		
	19, 20, 26, 27 Mar	24
	15, 16, 22, 23 Oct	24
Execution and Control of Operations		
	21, 22, 28, 29 May	24
	19, 20, 26, 27 Nov	24
Strategic Management of Resources		
	11, 12, 18, 19 Jun	24
	10, 11, 17, 18 Dic	24

## Why Is Inventory Turnover Important?

*...it measures how hard your inventory investment is working*  
by Jon Schreiberfeder

How hard is the money you have invested working for you? You've probably been asked that question several times by stock brokers or "investment counselors." No, I'm not going to try to sell you mutual funds. This article isn't about how you are managing your personal investments. Instead, we are going to look at the performance of your company's largest asset: inventory.

### The Concept of Inventory Turnover

Say you sell \$10,000 worth of a product (at cost) each year. Total revenue received from sales of the product is \$12,500. If we bought the entire \$10,000 worth of the product on January 1st, at the end of the year we would have made a \$2,500 gross profit on an investment of \$10,000.

But do we have to buy the entire \$10,000 worth of the product at one time? What if we bought \$5,000 worth of the product on January 1st. Then, just before running out of stock, we bought an additional \$5,000 worth of the product with part of the revenues received from selling the first shipment. At the end of the year we've still sold \$10,000 worth of the product, still made \$2,500 gross profit, but on an investment of about \$5,000.

Could we make the same gross profit on an even smaller investment? What if we were to buy \$2,500 dollars worth of material. Sell most of it. Buy another \$2,500 dollars worth of the product. Sell most of that shipment and then repeat the process two more times before the end of the year. The annual gross profit of \$2,500 is now generated with an investment of about \$2,500.



Which investment option is better? Selling \$10,000 worth of a product (and making \$2,500 gross profit) with an investment of \$10,000, \$5,000 or \$2,500? The best option is \$2,500. Investing \$2,500 (rather than \$10,000) frees up \$7,500 that can be used for other purposes... such as stocking other products that have the potential of generating additional profits.

Every time we sell an amount of a product, product line, or other group of items equal to the average amount of money we have invested in those items, we have "turned" our inventory. The inventory turnover rate measures the number of times we have turned our inventory during the past 12 months. Here is a list of the turnover rates from our example:

Annual Cost of Goods Sold	Inventory Investment	Annual Inventory Turns
\$10,000	\$10,000	1
\$10,000	\$ 5,000	2
\$10,000	\$ 2,500	4

### The Inventory Turnover Formula

Inventory turnover is calculated with the following formula:

$$\frac{\text{Cost of Goods Sold from Stock Sales during the Past 12 Months}}{\text{Average Inventory Investment during the Past 12 Months}}$$

## Why Is Inventory Turnover Important?

*...it measures how hard your inventory investment is working*

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### There are several things to keep in mind when calculating turnover rates:

1. Only consider cost of goods sold from stock sales which are filled from warehouse inventory. Non-stock items and direct shipments are not included. Sure, these sales are important, but don't involve your warehouse stock (i.e. your investment in inventory).
2. The cost of goods sold figure in the formula includes transfers of stocked products to other branches and quantities of these products used for internal purposes such as repairs and assemblies.
3. Inventory turnover is based on the cost of items (what you paid for them) not sales dollars (what you sold them for).

### Inventory turnover depends on the average value of stocked inventory. To determine your average inventory investment:

1. Calculate the total value of every product in inventory (quantity on-hand times cost) every month, on the same day of the month. Be sure to be consistent in using the same cost basis (average cost, last cost, replacement cost, etc.) in calculating both the cost of goods sold and average inventory investment.
2. If your inventory levels tends to fluctuate throughout the month, calculate your total inventory value on the first and fifteenth of every month.
3. Determine the average inventory value by averaging of all of inventory valuations recorded during the past 12 months.

## Turnover Goals

As you determine your inventory turnover goals, consider the average gross margin you receive on the sale of products. Most distributors who have 20% - 30% gross margins should strive to achieve an overall turnover rate of five to six turns per year. Distributors with lower margins require higher stock turnover. If your company enjoys high gross margins, you can afford to turn your inventory less often.

A turnover rate of six turns per year doesn't mean that the stock of every item will turn six times. The stock of popular, fast moving items should turn more often (up to 12 times per year). Slow moving items may turn only once, or not at all.

Finally, calculate inventory turnover separately for every product line in every warehouse. This will allow you to identify situations in which your inventory is not providing an adequate return on your investment. To improve inventory turnover, consider reducing the quantity you normally buy from the supplier. Inventory turns improve when you buy less of product, more often.

You have limited funds available to invest in inventory. You cannot stock a lifetime supply of every item. In order to generate the cash necessary to pay your bills and return a profit, you must sell the material you've bought. The inventory turnover rate measures how quickly you are moving inventory through your warehouse. Combined with other measurements such as customer service level and return on investment, inventory turnover can provide an accurate barometer of your success.

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## Próximos Eventos

### Execution and Control of Operations

GDL: 12 al 16 Abr

SLP: 16, 17, 23, 24 Abr

AGS: 21, 22, 28, 29 May

### Forecast Reporting and Presentation

GDL: 19 al 21 Abr

### Purchasing Management

AGS: 06, 07, 08, 13, 14, 15 Mayo

### Strategic Management of Resources

SLP: 07, 08, 14, 15 May

GDL: 10 al 14 May

### Detailed Scheduling and Planning

GDL: 08, 15, 22, 29 May

### Transport Management: General Management Principles and Techniques

SLP: 21, 22, 28, 29 May

### Basics of Supply Chain Management

SLP: 04, 05, 11, 12 Jun

GDL 14 al 18 Jun

### Execution and Control of Operations

GDL: 05, 12, 19, 26 Jun

### Strategic Management of Resources

AGS: 11, 12, 18, 19 Jun

### Transportation Economics and Management

SLP: 18, 19, 25, 26 Jun

### General Management Principles and Techniques

21 al 25 Jun

### Master Planning of Resources

GDL: 28 Jun al 02 Jul

Abril						
L	M	M	J	V	S	D
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Mayo						
L	M	M	J	V	S	D
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Junio						
L	M	M	J	V	S	D
						1
	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Julio						
L	M	M	J	V	S	D
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## MESA DIRECTIVA

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## VISION

Ser la mejor opción a nivel occidente de México como fuente de conocimientos y apoyo en la aplicación de técnicas, metodologías y tecnologías para la administración de operaciones.

## MISION

Ser la mejor opción a nivel occidente de México como fuente de conocimientos y apoyo en la aplicación de técnicas, metodologías y tecnologías para la administración de operaciones.

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