



# Just In Times

Institute Of Industrial Engineers

South Jersey Delaware Valley Professional Chapter No. 132

<http://iienet2.org/Chapter/chap132/>



VOLUME 49

March 2011

NUMBER 7

Theme: *Focus on Logistics*

Date: March 23, 2011

Schedule:

- 5:00 PM Networking
- 6:30 PM Presentation (free)
- 7:30 PM Dinner

Location:

**Quality Inn**  
 531 Route 38 West  
 Maple Shade,  
 NJ 08052  
 (856) 235-6400

**RSVP:** Tom Masapollo at  
[Tmasapollo@comcast.net](mailto:Tmasapollo@comcast.net)

**By: Friday, March 17, 2011**

- *Everyone attending, including Board of Directors, needs to RSVP*
- *Thank You*

## Newsletter Content

March Technical Program	1
Message from the President	
Membership & Treasury Reports	2
Officers Directory	
March Speaker Bio	3
Career Development	4
Employment Opportunity	5
Chapter Activity Report (CAR)	
Member Activities	6- 8
Travel Notes from the Editor	9
Classified Ads	10 - 11

## March Technical Meeting

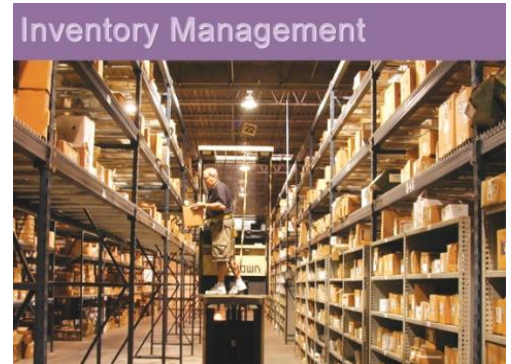
### The Top 8 Pitfalls of Inventory Management

Whether you are a company with a manual inventory control system, integrated ERP software managed inventory system or one of the latest automated WMS inventory control systems, inventory accuracy could be one of your best management tools, that thorn that keeps creating non-value work, or your worst nightmare causing major management issues.

Where do you think you rank?

Inventory accuracy management starts with recognizing there are problems, identifying the problems, identifying the reason for the problems, how to control the problems, and prevent their reoccurrence.

Based on over 15 years implementing ERP software systems and continuous improvement projects, we will look at some root causes of inventory errors and recommended solutions. The companies range from major automotive components, chemical, consumer products, food & beverage, pharmaceutical, and textile to small job shops.



#### From this presentation, you will learn:

- Identify potential inventory issues
- How companies resolved their inventory issues
- If your company is perfect, you can confirm that you are not making the same mistakes that other companies have made

#### Who should attend?

- Senior management who rely their inventory as an asset for profits
- Managers and supervisors responsible for inventory
- Professionals (planners, schedulers, buyers, etc) who rely on accurate data
- IT team members that create and maintain inventory software systems
- Any employee who touches inventory
- Supply chain consultants who are interested in a different look into inventory management

Please join us with our speaker this month: **Arthur Shaffer, CPIM**

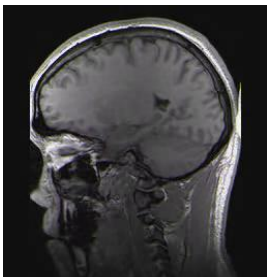
**PRESIDENT'S MESSAGE**

President Ronald Reagan, the eternal optimist, once came upon a pile of horse manure, and jokingly said, 'hey, gotta be ponies around here. . .'. This Great Communicator would have turned 100 on February 6. One might not agree with all his policies, but must admire his sense of confidence, that the American spirit can do the right things, as well as doing things right. I have always liked his saying . . 'it's morning in America'. . .it signifies hopefulness, buoyancy, and renewal.

Last month also marked a milestone, in the *lunisolar calendar*. The Chinese New Year, observed by most Asians; it represents the beginning of a new spring. It is the second full moon after the Winter Solstice, depending on the age of that new moon on December 21, the Lunar New Year could be mid January to early February. This year happened to be on February 3, making this to be the Golden Year of the Rabbit.

In Asian astrology, the Rabbit is the symbol of the Moon, while the Peacock is the symbol of the Sun, together, these two animal signs signify the start of day and night, representing the duality of life.

Analogous to we need negative and positive charges to make electricity, plus and minus for algebra to compute, and the opposing electron spins (up and down) to enable Magnetic Resonance Imaging (MRI) to render those amazing pictures of ourselves.



I attended a banquet in Philadelphia Chinatown to celebrate the 'beginning of spring', just as the famous groundhog, Punxsutawney Phil has predicted: spring is just around the corner. Philadelphia Mayor Michael Nutter made the Keynote Address at our gathering, and he conveyed that same Ronald Reagan's sense of optimism for this Delaware Valley South Jersey region, as well as for our country. When Americans, and the world work together, we will always find a way to move forward.

Have a great run with your March Madness Pool . .

Warmly,  
Tom Fung

Philadelphia Mayor Michael Nutter, left, with me in Philadelphia Chinatown for the Lunar New Year Banquet – on February 11, 2011



**TREASURER'S REPORT**

Mr. Richard T. Huysie reports a Treasury Balance of \$5,671.10 as of February, 2011 for the IIE South Jersey Delaware Valley Professional Chapter No. 132.

**MEMBERSHIP REPORT**

As of February 2011 the SJDV Professional Chapter has 175 Members. Don't forget to renew your membership . . .

**CALENDAR – MARCH 2011**

Key IIE dates:

- Mar 1 – IIE Board of Directors (BOD) Meeting
- Mar 23 – IIE Technical Meeting
- Mar 25-27 - IIE Northeast Regional Conference, Boston, MA

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 BOD	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23 Tech Mtg	24	25 Boston Conf	26 Boston Conf
27 Boston Conf	28	29	30	31		

**Officers & Directors**  
**2011 IIE South Jersey Delaware Valley**  
**Professional Chapter No. 132**

President & Newsletter Editor - Tom Fung  
[tfung@alumni.upenn.edu](mailto:tfung@alumni.upenn.edu), [fung@aesop.rutgers.edu](mailto:fung@aesop.rutgers.edu), [funft@PhilaU.edu](mailto:funft@PhilaU.edu)  
(C) 856-362-7238

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[fredrexon@precisionautomationinc.com](mailto:fredrexon@precisionautomationinc.com)  
(W) 856-428-7400

Secretary - Bob Siebeneicher, CMfgE, CSI, CFOM, F.IIE  
Director of Career Development, Constitution & By-laws, & Archivist  
[bobsiebeneicher2@aol.com](mailto:bobsiebeneicher2@aol.com)  
(C) 609-352-1957, (H) 856-235-9446

Treasurer - Rick Huysie  
(H) 856-931-7352

IIE Northeast Region Vice President & Director – Kevin Drevik  
[kdrevik@lge.com](mailto:kdrevik@lge.com)  
(W) 732-605-0385, x 245

Director of CAR & Engineer's Week - John McGowan, PE  
[john.p.mcgowan@lmco.com](mailto:john.p.mcgowan@lmco.com)  
(H) 856-722-4593

Director of Programs - Tom Masapollo, CMfgT, CSI  
[tmasapollo@comcast.net](mailto:tmasapollo@comcast.net), [tomm@formation.com](mailto:tomm@formation.com)  
(W) 856-380-2918

Director of Membership & Education – Joe Polidoro  
[polidoro\\_joe@yahoo.com](mailto:polidoro_joe@yahoo.com)  
(C) 484-716-1860

Director of Website & Web Master – Paul Siebeneicher  
[paulsehnen@yahoo.com](mailto:paulsehnen@yahoo.com)  
(C) 856-630-5564

Director of Employment Assistance Network – Kevin Wiker  
[kwik12@comcast.net](mailto:kwik12@comcast.net)  
(W) 215-781-2789

Director of Community Affairs, & PR – Michael Reyman  
[mreyman@mac.com](mailto:mreyman@mac.com)

Director & Master at Arms – Frank DeFelice  
[fd744@aol.com](mailto:fd744@aol.com)

Director at Large – Marvin Chin  
[Marven\\_Chin@medco.com](mailto:Marven_Chin@medco.com)  
(W) 609-880-2172

Director at Large - Jackie Martin  
[Jacqueline\\_Martin@medco.com](mailto:Jacqueline_Martin@medco.com)

Director at Large - Hardik Patel  
[Hardik.Patel@boeing.com](mailto:Hardik.Patel@boeing.com)

Director at Large – Hardik Shah  
[hshah@interlinebrands.com](mailto:hshah@interlinebrands.com)

Director at Large – Gene Wrotny  
[unlvnellis@yahoo.com](mailto:unlvnellis@yahoo.com)

**March Speaker Bio**

**Arthur Shaffer, CPIM**

Art is a participant in the APICS instructor Development program as an APICS Master CPIM Instructor. He has been teaching ERP supply chain software classes for 14 years and currently is an APICS Central Jersey CPIM instructor. Art has also presented at APICS chapters PDM, APICS Region meetings, at the APICS International Conference Volunteer Leadership Workshop, and other professional organizations.



Art has been in supply chain consulting and materials management for over 25 years working in the manufacturing and distribution/warehousing area. Art has experience in implementing ERP and WMS software systems, along with project management, and process improvement programs. He has a diversified industry experience, which included automotive, chemical, consumer, electronics, food/beverage, medical devices, pharmaceutical, paper, and textile. Prior to this, Art has an extensive engineering background managing Design, Facility, Industrial, and Manufacturing departments.

Art earned his BS in Industrial Engineering from Fairleigh Dickinson and a MS in Engineering Management from New Jersey Institute of Technology. He achieved his APICS CPIM in 1990, recertification in 2004, and lifetime certification in 2009. He completed the APICS Train the Trainer and APICS Learning Dynamics instructor training. Art is a participant in the APICS Instructor Program and is currently at the Master, CPIM level.

Art is an active APICS member and has been since 1989. He is an active member of the APICS Central Jersey Chapter Board of Directors for the past 19 years in various positions including Chapter President and currently serves as Director of Education. He is a past APICS Regional Vice President – Region IX and served as a member of the APICS Board of Directors. He is also on the Congress for Progress Supply Chain Regional Conference Committee for the past 20 years.

## Career Development

### *SO YOU WANT TO BE THE BOSS?*

***‘If you are not part of the solution, you are part of the problem.’***

I started out my February 2011 Career Development Column last month with this same statement. Engineers are supposed to be problems solvers. They are confident with their observation and analytical skills. Couple this with a good education over a broad spectrum and you would think being the Boss would be a no brainer. **Wrong!** There is a reason why 80% of management fails in their roles. You have most likely witnessed it firsthand and unfortunately more often than not. When you work for a Boss, it is obvious. Bosses rule using fear and intimidation. They are the authority. They know it all. They certainly know more than you and are always right, no matter what. Since the Boss knows it all and knows what’s best, their subordinates will not get the support they need to continue to develop and improve their performance. The Boss justifies not investing in their subordinates, because those that are not a Boss only need to follow orders and do what they are told. Is this the work environment you want to remain in? How do you go about changing this negative environment? How do you create a positive atmosphere where everyone learns and grows? With 80% of management being ineffective, but in control, there are a lot of unhappy people. If you do not make positive changes and live with the status quo, ***“you are part of the problem.”***

Since 80% of management is ineffective, that leaves 20% of management who are our Leaders. The difference is as clear as black and white, night or day. The first thing you notice when you are in an environment that is managed by a Leader is that there are a lot of happy people. No, it is not like Margaritaville or Happy Hour, but there is free engagement and excitement in the work being done. You will not observe boredom and discontentment. To become a Leader, you have to champion continuing education and training. This must start before you reach the first rung of the management ladder, which is the first-line supervisor. Many engineers start bossing instead of leading, because they are the ones with the degrees and in charge of the activity or project.

**Wrong!** The first order of business before you do anything in a new supervisory or management role is to determine what your human assets are. What are their core competencies, their education and training? Do you have contributors or detractors? Do you have the right procedures and processes for the work that is to be done? Do the employees have the right tools and equipment? Do you have a team, or chaos? What are the behavioral styles of each employee? Are communications open? Are there outside factors keeping your employees from succeeding? Do you need to enlist the help and support of other Leaders?

Being a Leader would not appear to require more effort, time and work than a Boss. **Wrong!** The truth is just the opposite. Leaders are more successful than Bosses, because Leaders invest in their employees who are empowered and accept changes and challenges. When bossed employees encounter change or challenges, their work usually comes to a stop. No one can proceed to resolve the problem or map out the best way to deal with the change, because they will be reprimanded, or disciplined,

or maybe fired for taking a course of action. The worst fear of a Boss is losing control. In the Leader’s absence, the team will handle the change or challenge, or seek help. In the Boss’ absence, productivity suffers and often stops altogether. Why does this negative trend of poor management continue to permeate our businesses and industries? Could it have something to do with ‘power’ blinds many managers? It is a proven phenomenon that ‘power’ corrupts. There are examples in our newspapers’ headlines every day of the week, especially in government positions of trust. What is wrong with this picture? The Boss sees continuing education and training as an unnecessary expense.

**Wrong!** The Leader sees continuing education and training as an investment in their human capital (assets) that pays dividends.

**Right!** My experience has been mostly disappointing. Of the 10 companies that I have worked for, only 2 of 10 made an investment in their human capital. In the electronics industry, survival required you to continue to invest in the company’s human capital. Still, it was not enough to prevent Infotron Systems Corporation from going bankrupt, but not for a lack of continuing education and training. Executive management made decisions that drove engineering new products before there was a market for them. You have to take risks, but when you are on the ‘bleeding edge’ you usually end up bleeding red ink.

So, what will it be? Do you want to be a Boss or a Leader? The career decision to go into management is usually made because you can usually earn more money in management. This has been true in my experience, but at what personal toll? Leaders in management usually work longer hours and harder, because they get satisfaction out of building a winning team. Winning teams takes more effort and time. Bosses usually work fewer hours and do not work as hard as Leaders, but there are exceptions. Some Bosses get a lot of satisfaction from exerting power over their employees. Others cannot afford to be away from work for too long a period, because more things can go wrong and will without their constant overseeing.

We industrial engineers need to get more involved in management, but not just because you can make more money. If we in America practicing industrial engineering are to continue to maintain our leadership in the global market, we must reverse the past 4 or 5 decades of Bosses ruling. We need 100% Leaders, but we know that this will never happen in our lifetime. We should shoot for 80% Leaders and 20% Bosses. All you need to do is get involved professionally with a career development plan that puts you into a Leader’s role. Whether you are leading a team in a department or a company, the challenges and rewards are the same. I believe that if a medical study was conducted on the life expectancy of Leaders and Bosses that Leaders would be living longer. Some of my greatest accomplishments have come from striving to be the best Leader that I could be. Leaders set the example to follow, which is why they are liked by most employees. Bosses make examples out of their employees, which is why they are disliked by most employees reporting to them, especially the scapegoats! ***Do you still want to be a Boss?***

***The IE is the “Change Agent” of the future! Make Your Career Happen! Educate, Proliferate . . . or Vanish! ©***

***Paul Robert Siebeneicher, II, CMfgE, CSI, CFOM, F.IIE***

**Director of Career Development – IIESJDVPC**

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Looking for a **Manufacturing Manager** (Rubber & Plastics) in their Warren, PA location. They are a growing company who has recently purchased a new HQ with 100,000sq ft manufacturing facility. They offer a relocation package and the salary is open.

The selected candidate will be responsible for molding production, molding process development, compound evaluation, as well as employee training, and development for this three-shift operation. Must be a Leader who will be “daily hands-on”. The job requires a minimum of an Associate’s Degree but preferably a Bachelor’s degree in Chemistry, Chemical Engineering, Rubber Technology, or related technical field. Qualified candidate must have 7+ years of increasing responsibility in management of rubber molding for customized orders to large diverse customer base.

Management experience in: Structured problem solving, Employee training and Formal manufacturing systems i.e. 5S, Lean, and Six Sigma; Continuous improvement programs; Cost of Quality Scrap Reduction programs; Capital Upgrades & PM.

Technical experience in: Rubber compression transfer, and autoclave molding; Rubber milling and extrusion, Compounding and process development of high value elastomers; Mold design and maintenance; Working knowledge of molding equipment and systems; Candidates must have a commercial mindset with an ability to bring projects from inception to completion in a timely manner in a production driven environment.

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## Agusta Aerospace Corporation

### Industrial Engineer

Agusta Aerospace Corporation (AAC) is a premier US helicopter manufacturer. Our parent company is AgustaWestland, a leading multi-billion dollar international aerospace manufacturing company with over 10,000 employees worldwide. AAC is home to AgustaWestland’s second and critical AW139 final assembly line. Our state of the art manufacturing facility is based just outside Lower Bucks County, conveniently located outside Southern New Jersey and Center City Philadelphia. AAC’s operations also support the expanding fleet of AgustaWestland helicopters in North and South America. AAC is experiencing significant



growth; doubling our workforce the past two years to just over 500 employees. As a result, we are currently accepting applications for an **Industrial Engineer**. We offer competitive salaries and a comprehensive benefits package that includes a health insurance program (medical, dental, prescription, and vision) for employees and dependents. Our benefits program also consists of life insurance, STD, LTD, vacation pay, holiday pay, pension, and 401k.

### Responsibilities:

- Identify and justify methods of improvement/lean initiatives
- Prepare current and future state value stream maps to aid in the identification of areas for improvement.
- Organize and facilitate lean events
- Conduct time studies to audit labor standards and maintain standard data
- Monitor planning and initiate changes when necessary

### Qualifications:

- Bachelors Degree or equivalent experience
- 1-3 years experience
- Previous experience working with lean initiatives
- Excellent problem solving skills

For further company information, please visit our website at <http://www.agustausa.com> . You can also visit our parent company’s website at <http://www.agustawestland.com> . To apply, please email a resume as a Word attachment to [careers@agustawestland.com](mailto:careers@agustawestland.com) attention Human Resources.



### QUALITY ENGINEER

The **Quality Engineer** will report to the Director – Quality and Regulatory Affairs, and be

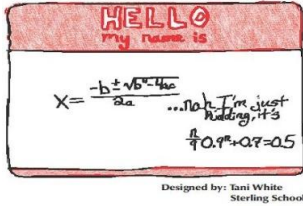
responsible for collaborating with many different disciplines including Engineering, Supply Chain and Field Service to improve product quality and reliability. The Engineer will identify and use data from a variety of sources to identify trends and drive product quality. The Engineer will also be responsible for compliance to quality standards.

The ideal candidate will possess strong technical (electro-mechanical) knowledge, trouble-shooting (cause and effect) skills, an analytical approach, a collaborative style and a proven ability to comply with the requirements of quality systems. This position offers the opportunity to work with a unique technology, in an organization that emphasizes product quality improvement and make a significant impact on the business. There will be some limited travel, to the company’s suppliers, and field operations. We offer a competitive total compensation and benefits package.

### Junior Industrial Engineer

Looking for recent grads for entry-level position, MBA preferred. Distribution projects in NY/ NJ area. Long established international company with 45 US locations. Reply Bestofbreed @ MSN.com

## CAR Article



### Rosa International Bests Mathletes® Across South Jersey

(Glassboro, New Jersey)

Rosa International, of Cherry Hill, Camden County placed first in the 28<sup>th</sup> annual MATHCOUNTS® South Jersey Regional Competition held at Rowan University on February 5<sup>th</sup> 2011.

The Rosa team (photo above) coached by Ann Sadel and Scott Goldthorp included Steve Hsu, Daniel Jang, Rui Zhang and Darren Hwang. Joining the team at the

competition held later this year at Disney World in Orlando, Florida.

The second, third and fourth place teams were Haddonfield Middle School, Haddonfield coached by Lori Henhaffer, Saint Peter Elementary School, Merchantville coached by Anne Zazzera and Beck Middle School, Cherry Hill coached by Michael Winter and Trish Hosgood.

The local MATHCOUNTS program is sponsored by the local chapters of Professional Society of Engineers of Southern New Jersey and the Rowan University, Institute of Industrial Engineers. The coordinator of the South Jersey MATHCOUNTS competition is Ms. Maureen Bradley, a Technical Director at Lockheed Martin in Moorestown, NJ.



As a national math enrichment, coaching and competition program designed to improve math skills among United States Students, MATHCOUNTS® prepares students for future career opportunities and success. More than 7 million students across the U.S. have participated in the MATHCOUNTS® program. Additional information on MATHCOUNTS is available at [www.mathcounts.org](http://www.mathcounts.org).

Picture below shows the St. Peter's Team

state completion will be individual first place winner Daniel Zazzera of Saint Peter Elementary School in Merchantville, Camden County, followed by Steve Hsu of Rosa, Quinn Grossman of Clearview Middle School, Gloucester County and Dan Katz from Haddonfield Middle School, Camden County.

The event recognizes both teams and individuals as school teams and individuals competed for the right to advance and represent South Jersey in the State MATHCOUNTS® competition. Seventeen schools from six counties participated in the five-hour Nationwide MATHCOUNTS® competition. The competition includes sixth through eighth grade students from Atlantic, Cape May, Camden, Gloucester, Salem and Cumberland Counties.

The first place team as well as the top 4 individual competitors will now advance to the State Competition, to be held in Somerset in March and will compete against schools and Mathletes from throughout the state with an opportunity to advance to the national



## CHAPTER WINS PLATINUM AWARD IN 2010 NEWSLETTER COMPETITION

The IIE South Jersey Delaware Valley Professional Chapter has won the IIE Newsletter Competition's Platinum Award for 2010. This is the 10<sup>th</sup> consecutive year in which the *Just In Times* has earned the Institute of Industrial Engineers' highest newsletter communications award. Newsletter Editor **Tom Fung** is the 3<sup>rd</sup> editor during this run; joining **John Bianchi** and **John McGowan** in compiling member activities, opinions, and insights.

We recognize and thank all of our members who have contributed to the IIESJC Newsletter. Special thanks to Past President **Joe Polidoro** for insightful president columns, **Bob Siebeneicher** for his career aiding articles, and **Tom Masapollo** for spearheading the slate of programs which drive chapter business and communications, and our officers who provide timely treasury, membership, and job opportunity information. Also thanks to the many members who have participated in efforts to promote the profession and the Institute, and shared their experiences with us.

This year we have had an abundance of excellent professional programs and plant tours, which has given us opportunities to gather and communicate as a professional community. Several members have volunteered their time to promote the profession to students and it is a pleasure to communicate these efforts. **Future City** and **MATHCOUNTS** are important to exposing the next generation of engineers to the possibilities of the profession. We enjoy spreading the news. We also appreciate the significant amount of time aiding college students with career advice, both privately and through the *Career Quest © Workshop*. (This Chapter happens to have presentations scheduled this year, one in Philadelphia and the other in Boston in March 2011.)

One area, which the Institute really encourages, is communicating individual member news and

achievements. This is one area we can greatly improve. With having a lot more members than in the past; we have a lot more members to network with. So if **YOU** have some news; we encourage you to share and be recognized. *Earn a degree, promotion, new job, or licensure?* Let us know! Contact the newsletter editor.

- John McGowan, PE



Representing the IIE Delaware Valley South Jersey Professional Chapter 132 at this year's MathCount: from left John McGowan, Fred Rexon, and Joe Polidoro.

## Future City 2011 Winner

The Winner this year at the Philadelphia Future City is Drexel Hill Middle School, picture below.



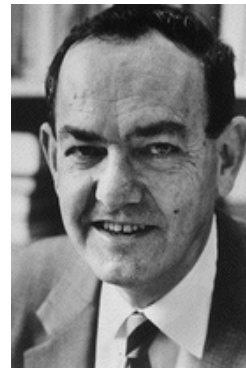
This team demonstrated a lineup of diversity and inclusion of members, as well as innovative ideas, unleashing their combined creativity to create a city of the future, their winning Model is shown at left below.



How fitting it is to quote Professor Simon, pictured below . . .

## Quotable

**. . . Engineering, medicine, business, architecture and painting are concerned not with the necessary but with the contingent - not with how things are but with how they might be - in short, with design.**



*Herbert A. Simon  
1916-2001*

Simon was an American political scientist, economist, sociologist, and psychologist, and professor—most notably at Carnegie Mellon University—whose research

ranged across the fields of cognitive psychology, cognitive science, computer science, public administration, economics, and management, philosophy of science, sociology, and political science. With almost a thousand very highly cited publications, he is one of the most influential social scientists of the 20th century. He won the Nobel Prize in Economics in 1978.



Photo above, Joe Polidoro (left) and Bob Siebeneicher judging at the Competition.



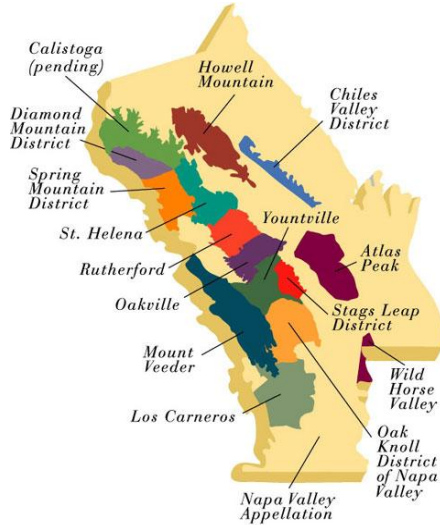
## Travel Journal from the Newsletter Editor

I traveled to the Bay Area (San Francisco) quite often over the past 40 years – for business as well as visiting

families. I am not originally from the west coast, but did graduate from high school in LA; however, I am more partial to northern California, especially the wine country.

### Napa Valley

(picture at right) is a bit higher in elevation than Sonoma, hence subtlety in climate and creating a somewhat difference in the characteristics of the grapes being cultivated.



popularity . . they are reasonably priced, and goes well (my opinion) with a lot of foods that we normally enjoy . . pizza, burgers, or even Chinese take-outs . .



The Malbec grape is a thin-skinned grape and needs more sun and heat than either Cabernet Sauvignon or Merlot to mature. It ripens mid-season and can bring very deep color, ample tannin, and a particular plum-like flavor component to add complexity to claret blends. Sometimes, especially in its traditional growing regions, it is not trellised and cultivated as bush vines. The wines are rich, dark, and juicy. Below is picture of a vineyard in Argentina . . .



Mapping the ‘Six Great’ grapes, you would most likely see this description:

1. Riesling, Light Bodied White
2. Sauvignon Blanc, Medium Bodied White
3. Chardonnay, Full Bodied White
4. Pinot Noir, Light-to-Medium Bodied Red
5. Merlot, Medium Bodied Red
6. Cabernet Sauvignon, Full Bodied Red

I lean more to the ‘heavier’ Reds, my personal **5 Big Reds** are:

- **Cabernet Sauvignon**
- **Merlot**
- **Zinfandel**
- **Syrah or Shiraz**
- **Malbec**

Ronald Reagan once said his favorite meal would be a filet mignon with a bottle of Californian Cabernet Sauvignon, the king of the Big Red. Malbec wine coming in from Argentina over the years has gained



I worked for a company that once had a cattle operation in Argentina, as they have excellent grazing land. The entire country was like on a perpetual Atkins diet – lots of protein, and none to little carbs. . . so imagine that you were visiting Buenos Aires. . . expect a meat-heavy menu: to start, sample blood sausage, sweetbreads, kidney and chorizo trumped by pastry-like empanadas that flake away to sweet corn and chicken fillings. Then go with an expertly seared pink-centered filet mignon, or Argentinean chicken with its juices post-roisserie, and plenty of Malbec. . . Do save room for crepe-like caramel pancakes oozing sugary goodness. .



*bon appétit*

Bon voyage, my friends,  
Tom Fung





Tom Fung  
Newsletter Editor  
South Jersey Delaware Valley  
Professional Chapter No. 132  
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Start by checking out my website for your next move!

<http://www.ForSaleinDelawareCounty.com>

Or, just scan this to find me:



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*Whether an Improvement or a New System our staff, with 60 plus years of experience, can help find the solution to meet your:*

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- Space Requirements
- Efficiency Objectives



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