

# Buylines

November 2005

of the National Association of Purchasing Management – St. Louis, Inc.



## What You Missed— Charley Armey's Motivation

By Susan Vollmer, UniGroup

Whether it's the game of life, the game of work or the game of sports – Charley Armey believes in one thing – playing with passion. Passion is what sets you apart from the competition. Passion shows that there is a commitment to what you are doing. And passion drives self-motivation.

As the general manager of the St. Louis Rams, Armey motivated himself and the audience of nearly 100 attendees at the Sheraton Clayton Plaza in September. Armey had to learn self-motivation. He was in the fourth grade when he didn't pass school that year and was held back. From that point on, he and his brother were in the same year in school. Nearing high school graduation, a well-meaning individual advised him that if he could get into the

*Continued on page 3*

## Guess Who's Coming to Dinner

By Julie Wulff, Supplywise LLC

**Date:** November 15, 2005

**Time:** 5:30 p.m. networking/pre-dinner event  
6:15 p.m. program starts

**Location:** Sheraton Clayton Plaza Hotel

**Topic:** "Career Strategies and Transition"

**Speakers:** Judy Pannett, Senior Consultant -  
Right Management Consultants

Have you been reorganized, downsized, bought out, separated or suffered a reduction in force? Maybe you are looking for a new position, or see storm clouds on your career horizon? Wherever you are currently in your career, you won't want to miss November's general meeting. Judy Pannett, senior career management consultant and executive coach with Right Management Consultants, will address us on "Career Strategies and Transition."

### Coaching Experience

Pannett specializes in the areas of organizational and individual change to maximize potential and enhance performance. She excels in coaching individuals to achieve career goals. In her role as a consultant, she brings extensive experience assisting individuals within organizations to lead and manage change. She also serves as a master trainer in the St. Louis office for solutions in Organizational and Personal Agility.

Pannett is certified in a variety of assessment instruments, as well as 360 processes. She has a background in mental health enabling her to

*Continued on page 2*



inside...

Member Profile . . . . .	Page 4
Benchmarking Seminar . . . . .	Page 7
Volunteer of the Month . . . . .	Page 8

## GUESS WHO'S COMING

Continued from page 1

offer direct feedback, insights and thought-provoking questions. This provides participants with enhanced self-awareness and performance.

She has helped leaders at all levels, from key leadership to middle managers and supervisors, to develop critical behaviors and

### Parking At The Sheraton

Thanks to all who provided feedback about our new meeting location at the September general meeting. Overall, we received very positive feedback about your experiences at the Sheraton Clayton Plaza. We also received several questions about parking at the Sheraton Clayton that we would like to clarify. The Sheraton has parking facilities that are available to us at no charge for our meetings.

**Entrance:** Please enter through the gate and take a ticket at the lot attached to the Sheraton Clayton Plaza hotel just east of the front door on Bonhomme Avenue, and park at any available space. There is a door to the lower level conference rooms one level down from the garage entrance.

**Exit:** When you exit the lot, the gate should be open after 7:30 p.m. If you need to leave prior to 7:30 p.m., please contact the Sheraton front desk or Julie Wulff to get a parking voucher. The route through the parking garage is a bit long and will lead you out through a street behind the hotel and exit onto Central Avenue. Take a right on Central, and go straight a short distance; you will come to the intersection of Central and Bonhomme.

leadership skills. These assignments have included both individual and team members focusing on executive career coaching and development. This was achieved by establishing trust and credibility, delivering comprehensive assessment and feedback, as well as issues-based coaching.

Pannett is a co-founder of the Center for Women in Transition and serves on its executive committee and advisory board of directors.

### Education

Pannett earned a master's degree in counseling from the University of Missouri and a bachelor's degree in psychology from Webster University.

Pannett will share strategies that you can implement at every stage of your career to remain pre-

pared for the future. She also will be providing "take-away tools" that you can use to plan and manage your career from any level.

### Pre-Dinner Events

Before the main program begins, you will have your choice of two pre-dinner educational events in November. Jason Wilson of Sigma Aldrich will address the fundamental topic "Freight Terms." Jim Schmitz, NAPM director of education, will address an advanced topic on "Economics: Demand Elasticity, Supply and Demand." Take advantage of these great opportunities to expand your knowledge.

Please R.S.V.P. by November 10 to reserve your seat for this learning opportunity:

**Phone: (314) 646-7442**

**E-mail: [napmstl@sbcglobal.net](mailto:napmstl@sbcglobal.net)**

## Register Now For November Meeting

**Speakers:** Senior Consultant.  
Right Management Consultants

**Date:** Tuesday,  
November 15, 2005

**Time:** 5:30 p.m. pre-dinner  
6:15 p.m. program starts

**Topic:** Career Strategies

**Location:** Sheraton  
Clayton Plaza Hotel  
7730 Bonhomme Ave.

**Cost:** NAPM members –  
no charge  
Guest – \$25 per person

**Register by:** (Phone)  
314-646-7442  
(E-mail)  
[napmstl@sbcglobal.net](mailto:napmstl@sbcglobal.net)

Name of attendee

E-mail

Company

Mailing Address

City/State/Zip

Phone

Fax

Method of Payment:

Check  Visa/MasterCard  American Express

Credit Card #

Exp. Date

Signature

(Please complete, and keep this registration page as your receipt.)

## WHAT YOU MISSED

*Continued from page 1*

service, maybe he should to see what he was capable of.

His mother, an overachiever who graduated college at the age of 17, didn't think much of this advice. "Nobody can decide your fate, but you," his mother said.

He still went ahead and joined the Navy, completing a four-year tour of duty. His passion then led him to pursue a career in football, and over the years, he finally made it to the NFL. Now he helps lead rookies to self-motivation.

"When you get up in the morning, you have to decide if you want to be successful," Armev said.

His motivating force for 40 years continues to be his wife – whom he referred to as – "Barracuda." (The audience suspects this is not her real name.) She is quick to point out what he can improve on. One of her observations that he has always tried to follow is – if you know that a player has destructive problems – don't add anyone to the team who will bring those problems into the community.

Every year, the NFL drafts new players in April. The next month, the search begins anew for next year's potential players. The pool of potential players can range from 1,500 to 1,900. Armev has seven to eight scouts at any time looking for new talent and following up on assignments. This list will be narrowed down and range from 50 to 100 guys on the short list.

What do the Rams look for in a professional football player? They will identify the strengths and the weaknesses a player has for the

respective position. While there are many technical factors that are considered, Armev expects two things out of the seven to 12 players who will ultimately be drafted:



**Jim Schmitz and Charley Armev**

### 1. **Character – the player must be upstanding**

A positive outlook, character and leadership sets an individual apart from all of the draft choices. For players who have a pattern of flaws, they are placed on a board called "other peoples' problems."

### 2. **Self-motivation – is the individual striving**

"We talk about passion all the time in sports," Armev said. "You can't be

motivated by anything you don't know about." As a result of passion, individuals will learn what they need to know to succeed. Leadership is also a byproduct of passion, where individuals will work for the good of the team.

"I've been with five NFL teams, and all five have been to the Super Bowl," Armev said. The members of those teams were selfless in their support of each other.

If you send out three procurement people to see who can get the best deal on a car, it turns into a

competition. Competitiveness is motivation. "That competitive edge is the guy who's going to make the play," Armev said. "You cannot be a leader unless you are self-motivated."

Over the years, Armev continues to prove his leadership, his self-motivation and his passion. He remembers his own advice to the rookies: "When you get up in the morning, you have to decide if you want to be successful."

## Purchasing Manager Index (PMI)

### September 2005 Survey

The overall index from the monthly survey of supply managers and business leaders in Missouri increased to its highest level since March of this year. The index climbed to 59.8 from August's 58.0 and July's soft 51.5.

September readings for components of the overall index were:

**58.6 for new orders**

**62.2 for production**

**61.2 for delivery lead time**

**61.3 for inventories**

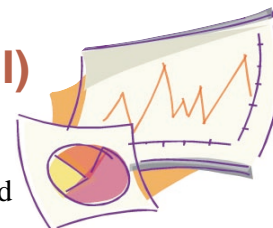
**56.6 for employment**

"Business services firms and transportation equipment manufacturers reported solid upturns from August economic conditions. On the other hand, computer equipment producers experienced weaker business conditions for September," said Ernie Goss, president-elect NAPM, Nebraska.

### **Confidence index:**

**September 2004—66.7**

**September 2005—52.0**



# MEMBER PROFILE

## David Schwind

The world of sports and the world of steel have each provided strength to the life of David Schwind. His interest in sports dates back to his days in high school playing football. And his career in steel began after college graduation.

Schwind received a bachelor's degree in administrative sciences from Southern Illinois University (SIU) at Carbondale. In 1975, he joined B-Line Systems Inc., Highland, IL, which used to be owned by Sigma-Aldrich Chemical. In 2000, Sigma sold the company to Cooper Industries, Houston, TX, and it became known as Cooper B-Line. His 30-year career began in sales, which he did for 16 years. He still loves the thrill of negotiations and saw moving into procurement as a way to expand his horizons. "I've negotiated from both sides of the desk—the sales side and the procurement side," Schwind said.

Also 30 years ago, Schwind began his golf game. After playing for a while, he gave his wife, Diane, a set of golf clubs when she was expecting Katie, their second child. He teased that if he could play golf with a large belly, so could she. "We work at the game," Schwind said, but it has become an important sport for them to do together, playing at Gateway, Annbriar, and Pevely Farms. His wife works as a nurse practitioner in Granite City and appreciates the exercising benefits of golf. They take it one step further by driving the golf cart while the other one walks – she walks the



### Sports and Steel Provide a Framework To His Life

By Susan Vollmer, UniGroup

even holes and he walks the odd ones.

When asked to describe himself, Schwind said he is tenacious. "I believe in what I'm doing and take pride in my work," he said. "I'm 53 years old; I've taken it upon myself to help others, like those who helped me when I was younger." Helping others has included training new sales staff and also procurement staff.

"I think learning is a life-long enterprise," Schwind said, and he proved it when he returned to college in his early 40s to obtain a master of arts degree in procurement and acquisition management from Webster University. One of his key research projects at the uni-

versity focused on negotiations, exploring interactions between salespersons and procurement staff based on gender. He had observed that in the steel industry in the '90s, the sales staff calling on him were more female representatives than males. He proposed the survey on gender to his professor, Rich Gusewelle, who agreed. They were not aware of any existing research on this subject. He did a survey including many NAPM – St. Louis members and received an impressive 50% response rate. Some of the findings included that no one indicated that they took gender into account during the process of negotiations. Also, if the negotiations / sales call involved a male and a female, the proceedings were slightly more formal than if the meeting involved persons of the same sex.

When asked if you would consider gender an issue when deciding to have lunch with a supplier, the majority responded "no." However, when asked if you would consider gender an issue when deciding to have dinner, the majority responded "yes."

Obtaining the master's degree from Webster opened his eyes into the depth of the procurement field and also proved important in expanding his career.

On September 5, 2005, Schwind began a new position as vice president of purchasing for Custom Steel Processing in Madison, Ill. Custom Steel is a privately held company and operates as a steel service center. With about 50 employees total,

*Continued on page 5*

## MEMBER PROFILE

*Continued from page 4*

the company buys, sells and processes steel. The steel can be used for a variety of purposes including:

- **Building and construction**
- **Second-tier auto suppliers**
- **Office furniture**
- **Metal fabrications**
- **Support systems for the electrical industry**

Some of the challenges facing the steel industry include the historic high prices, which hit in 2004. There have also been shortages of raw materials (scrap) and shortages of metallurgical grade coal and lawsuits on trade to contend with. The use of steel in Asia and Mexico increases demand. Labor-intensive products, often land in low-cost countries for sourcing. In contrast, highly automated processes do not lend themselves to outsourcing.

About 12 years ago, Schwind became aware of ISM and NAPM through publications. On a national level, he has participated in the ISM Steel Buyers Forum for the past 10 years. During that time, he served for five years as the membership chairman, and this year, he was elected secretary/treasurer. This involves a six-year commitment with two years as the secretary/treasurer, two years as the vice president and two years as the president.

When Schwind is not in the heat of face-to-face negotiations, he is enjoying the heat of sports competition. As a Cardinals fan, he and Diane took Amtrak to Chicago and saw the weekend game where the Cardinals clinched the division title in September. Since the Rams came to St. Louis in 1995, he and

his wife have been season ticket holders; in fact, she might even be a bigger fan of the Rams than he is. He thoroughly enjoys the March Madness of college basketball. His favorite basketball teams include his alumni at SIU-Carbondale and his wife's alma mater at St. Louis University.

He grew up in Christopher, a small town located about 30 miles south of Mount Vernon, IL, and after moving several times to Chicago, Milwaukee, then Webster Groves, he and his wife returned to the Metro East. They built a home in Edwardsville, in 1990, where they still live today. Their two children both attend the University of Kansas, where Matthew is an engineering major, and Katie is exploring liberal arts.

When they are not going golfing or to the Rams games, they enjoy attending the Fox Theatre and the Repertory Theater of St. Louis. Schwind also participated in theater in high school, which he found incredibly useful later in life when having to speak in front of others and give presentations. Giving presentations to those outside your company is usually not as stressful as those you give to your colleagues or upper management. His preparation whether on-stage or in the classroom has paid off.

Schwind now combines his love of steel with the challenges of a new position. And like the strength of a steel girder, he is building the framework to a new structure within his life.

## Questions On C.P.M.

*(Note: These questions and the following answers are part of a test data bank that was previously used. These questions and answers are provided by Jim Schmitz, director of education at NAPM – St. Louis, to provide a feel to the topics in the certification exam.)*

### **1. From Module 1 ~ Purchasing Process**

**Which of the following laws are designed to prevent collusive activities?**

- A. Patent laws
- B. Copyright laws
- C. Anti-trust laws
- D. Blue Sky laws

### **2. From Module 1 ~ Purchasing Process**

**The shipping term “F.O.B. Origin, Freight Prepaid” means title transfers at the**

- A. Buyer's dock and the freight invoice is paid by the buyer
- B. Buyer's dock and the freight invoice is paid by the supplier
- C. Supplier's dock and the freight invoice is paid by the buyer
- D. Supplier's dock and the freight invoice is paid by the seller

*(See page 7 for the answers.)*

# Welcome New Members

MEMBERSHIP SUMMARY FOR THE MONTH ENDING September 30, 2005

REGULAR: 293 DUES-FREE: 6 LIFE: 22 ASSOCIATE: 6 STUDENT: 8 TRIAL: 1 TOTAL: 324

**Mrs. Stacy L. Cochran**  
Inventory Management Specialist  
G.S. Robins  
126 Chouteau Ave.  
St. Louis, MO 63102  
Phone: (314) 621-5155, ext. 288  
Fax: (314) 621-1216  
[stacyc@gsrobins.com](mailto:stacyc@gsrobins.com)

**Mr. Larry W. Harris, C.P.M.**  
Manager, Strategic Sourcing  
Nortek Inc.  
8000 Phoenix Parkway  
O'Fallon, MO 63366  
Phone: (636) 561-7467  
Fax: (603) 584-0204  
[harris@nortek-inc.com](mailto:harris@nortek-inc.com)

**Mr. Larry D. Ligon**  
Materials Manager  
Cardinal Building Materials, Inc.  
3634 Pennridge  
Bridgeton, MO 63044  
Phone: (314) 298-9090  
Fax: (314) 739-8837  
[ldligon@charter.net](mailto:ldligon@charter.net)

**Mr. Robert D. Maul**  
Regional Manager

American Water  
727 Craig Road  
St. Louis, MO 63141  
Phone: (314) 996-2323  
Fax: (314) 432-7824  
[Bob.maul@amwater.com](mailto:Bob.maul@amwater.com)

**Mr. James P. Meyers**  
Director, Global Sourcing & Procurement  
MEMC Electronic Materials  
501 Peral Dr., P.O. Box 8  
St. Peters, MO 63376  
Phone: (636) 474-5205  
[jmeyers@memc.com](mailto:jmeyers@memc.com)

**Mr. Steve Mifflin**  
Domestic Sourcing Manager  
Cooper B-Line  
509 West Monroe Street  
Highland IL 62249  
Phone: (618) 651-2026  
[smifflin@cooperblin.com](mailto:smifflin@cooperblin.com)

**Ms. Kathy A. Milani**  
Purchasing Agent  
John Volpi & Co., Inc.  
5263 Northrup Ave.  
St. Louis, MO 63110

Phone: (314) 446-7970  
Fax: (314) 446-7969  
[kathym@volpifoods.com](mailto:kathym@volpifoods.com)

**Mr. David Rosen**  
Senior Buyer  
BioMerieux, Inc.  
595 Anglum Road  
Hazelwood, MO 63042  
Phone: (314) 731-8861  
[david.rosen@na.biomerieux.com](mailto:david.rosen@na.biomerieux.com)

**Ms. Amanda J. Taft**  
Buyer  
Monsanto Company  
800 N. Lindbergh Blvd., MS/C2NF  
St. Louis, MO 63141  
Phone: (314) 694-1393  
Fax: (314) 694-2169  
[amanda.j.taft@monsanto.com](mailto:amanda.j.taft@monsanto.com)

### Trial Member:

**Mr. Mark N. Schroeder**  
Peabody Energy  
701 Market St.  
St. Louis, MO 63101  
Phone: (314) 342-7782  
[mschoeder@peabodyenergy.com](mailto:mschoeder@peabodyenergy.com)

## NAPM Events Calendar Nov. & Dec. 2005

Month	Date	Event (* denotes included in dues)	Time	Location	Contact
Nov.	1,2	NAPM Arkansas "The Ozarks Regional Purchasing and Supply Management Conference"	9:00 a.m.-4:30 p.m.	Fayetteville, AR	Jim Schmitz
	10	Fall Seminar: Bill Agee "Improve Purchasing With Effective Benchmarking"	7:30 a.m. -4:30 p.m.	Doubletree Westport	Jim Schmitz
	10-11	SLU CSCMS Adv. Certificate Program: "Managing Transportation and Warehousing Operations"	8:00 a.m.-5:00 p.m.	St. Louis University	Dr. Kwon, SLU
	15 *	Pre-dinner event: "Freight Terms" Jason Wilson, Sigma-Aldrich	5:30 p.m.	Sheraton Clayton Plaza	Julie Wulff
	15 *	Pre-dinner event: "Economics Review: Demand Elasticity, Supply and Demand"	5:30 p.m.	Sheraton Clayton Plaza	Jim Schmitz
	15 *	General Meeting Speaker: Judy Pannett, Right Management Consultants, "Career Strategies and Transition"	6:15 p.m.	Sheraton Clayton Plaza	Julie Wulff
Dec.	1,2	SLU CSCMS Adv. Certificate Program: "Lean Principles and Research Project Presentation"	8:00 a.m.-5:00 p.m.	St. Louis University	Dr. Kwon, SLU

# BENCHMARKING SEMINAR

By **Jim Schmitz, C.P.M., A.P.P.**,  
**Director of Education**  
**NAPM-St. Louis**

On November 10, we will be presenting an all day seminar on the very important topic of benchmarking. Many of you identified this as a topic of primary interest, and well it should be. With companies still looking to downsize, or downsize even further than they already have, you need to be able to benchmark your operations against others. Your ability to justify staffing lev-

els, or other measures of value, may be an important step to avoiding cuts in staff or at least the opportunity to minimize the cuts.

Benchmarking is often identified with the concept of "best practices." Bill Agee, the conference speaker, has lectured on the subject extensively and has written a book about benchmarking. In his book, he lists the 12 steps to a successful benchmarking process. The metrics used to benchmark must be clearly defined, and this seminar will show

you how to successfully benchmark your department or operation.

This all-day seminar will be conducted at the Doubletree in Westport (formerly the Holiday Inn). Registration begins at 7:30 a.m., and the program starts at 8 a.m. We will be providing a continental breakfast, two coffee breaks and lunch. The Doubletree is located at 1973 Craigshire Road in Westport.

A registration form is included here. We look forward to seeing you on November 10.

## Improving Purchasing with Effective Benchmarking

Mail/Fax/E-mail  
reservations to:  
**NAPM-St. Louis**  
P.O. Box 31673  
Des Peres, MO 63131-9998

**Phone:** 314-646-7442

**Fax:** 314-646-7442

**Email:**

[napmstl@sbcglobal.net](mailto:napmstl@sbcglobal.net)

**Reservation Deadline:**

**Nov. 7, 2005**



\_\_\_\_\_  
Name of attendee

\_\_\_\_\_  
E-mail

\_\_\_\_\_  
Company

\_\_\_\_\_  
Mailing Address

\_\_\_\_\_  
City/State/Zip

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Fax

Method of Payment:

Check  Visa/MasterCard  American Express

\_\_\_\_\_  
Credit Card #

\_\_\_\_\_  
Exp. Date

\_\_\_\_\_  
Signature

### Please check one:

- Regular/associate  
Member price \$225
- Non-member  
reservation including  
one-year membership  
\$395
- Non-member  
reservation \$325

**Price includes all  
materials, continental  
breakfast, two coffee  
breaks and lunch.**

*(Please complete, and keep this registration page as your receipt.)*

## Answers On C.P.M.

### 1. From Module 1 ~ Purchasing Process

The answer is C. Patent and copyright laws are designed to protect property and intellectual rights, respectively. Blue Sky Laws deal with the sale of securities. Anti-trust laws have been passed at both the state and federal level to prevent actions in restraint of trade, including price fixing, a collusive action.

### 2. From Module 1 ~ Purchasing Process

The answer is D. The term F.O.B. means Free On Board and the F.O.B. point

signifies the transfer of title to the goods from one party to the other. The term "Freight Prepaid" means the seller must pay the freight. This term may be modified to read "Freight Prepaid and Added to Invoice" meaning the buyer is responsible for payment of the freight. In either case, with transfer of the title to the buyer at point of origin, all responsibility for loss shifts from the seller to the buyer. Many buyers will agree to pay freight, but negotiate "F.O.B. Delivered" terms to avoid freight claims.

## VOLUNTEER OF THE MONTH – Gordon W. Gosh, C.P.M.



### How long have you been a volunteer?

Although I was a member of NAPM for a few years previously, the local association was so large that my volunteer services were not really needed until about 1970 when I became a part of the purchasing techniques committee. I have been on a committee or held office or been an advisor consistently since 1970.

### How long a member of NAPM?

Became a member of the Chicago Purchasing Managers in 1965. Transferred to Boston-NAPM 1972. Earned C.P.M. in 1976 and transferred to NAPM-St. Louis in 1983. That adds up to 40 years as a member of NAPM/ISM.

### What type of volunteer activities have you performed?

Starting with purchasing techniques, I have also served on professional development, membership, nominating, executive night, past presidents' night, purchasing exposition, special plant tours, bylaws, marketing, five year plan, professionalism day, basics of purchasing and advanced purchasing seminars, taught C.P.M. classes to prepare for certification, business survey, directed our NAPM-St. Louis Chorus the year we won the national trophy at the national conference in Atlanta, wrote many published articles for our "St. Louis Purchaser," presented seminars at local level, technical presentations on packaging at both New York and Los Angeles National Conferences, presented value analysis demonstrations at community colleges, served as secretary, treasurer, second and first vice presidents, president and director for national affairs for NAPM - St. Louis, advisor to our association presidents since 1990 and served as

greeter to our members and guests who come to our meetings.

### What do you enjoy the most about NAPM?

The mind and social stimulation through the interchange of ideas and activities offered through our ISM/NAPM affiliation is an excellent way to meet needs and build confidence. This is a comfortable way to develop a sense of adequacy and security for career building.

### Any other comments or information you would like to share?

When we give ourselves to others, we grow and benefit faster and stronger than is possible by just standing on the sidelines or trying to advance alone. As we help others, they return the act, and the achievement of a team is greater than just one. There is a strength in working together that brings satisfaction, and the harmony that results is worth all the effort you give to it.

### OFFICERS AND DIRECTORS 2005-2006

President  
**Jeanne Karasek**  
Enviro-Chem

President-Elect  
**Kay Givens, C.P.M.**  
Des Peres Hospital

Vice President  
**Kimberly Butts, C.P.M.**  
City of Kirkwood

Director of Education  
**Jim Schmitz, C.P.M., A.P.P.**

Director of Finance  
**Ardith Angelbeck**  
Correctional Medical Services

Director of Marketing  
**Kimberly Butts, C.P.M.**  
City of Kirkwood

Director of Prof. Development  
**Julie Wulff**  
Supplywise LLC

Director of Membership  
**Eugene Kattak, C.P.M.**  
Tyco Healthcare

# Buylines

*of the National Association of Purchasing Management – St. Louis, Inc.*

### NAPM - ST. LOUIS, INC.

P.O. Box 31673 Des Peres, MO 63131-9998  
Phone & Fax: (314) 646-7442 [napmstl@sbcglobal.net](mailto:napmstl@sbcglobal.net)

Visit us at: [www.napm-stl.org](http://www.napm-stl.org)

Buylines Editors: Kimberly Butts, C.P.M. and Susan Vollmer  
Layout Design: P.M. Graphics, Inc.