

Professional Development Meeting to be held on Tuesday, February 12, 2008

POLICY DEPLOYMENT OF BUSINESS STRATEGY:
**converting strategic goals into easy-to-measure
operational improvement actions**

A key element that made the Toyota Production System successful was the use of "Policy Deployment" to convert desired results into improvement actions. Danaher Corporation was at the forefront in the United States using Policy Deployment to implement the Danaher Business System. As the Vice President and General Manager of the Residential Water Treatment Group of Osmonics, Inc., Richard Elliott successfully used Policy Deployment to convert business level strategy into projects and measures that united the improvement efforts of the entire organization and that were easily measurable on a monthly basis. The result was unprecedented growth and operational improvement.

Learning Objectives:

- 1 Effectively link business level strategic goals to operational improvement actions
- 2 Align & unite operational improvement actions in all functional areas and levels of the organization
- 3 Easily measure operational improvement on a regular basis and implement corrective action



Presented by:
Richard Elliott
Chairman, Business Department
Northwestern College

About the presenter:

Dick Elliott began his career in operations, earning his CPIM and implementing several MRP/ERP systems. As President of H.B. Ives Co., he was introduced to Lean Manufacturing through Shingijutsu. Ives hosted Shingijutsu's first "Public Kaizen Event." As President of Cleveland Twist Drill, Inc., and EcoWater Systems, Inc., Elliott refined his Lean Manufacturing skills and developed his approach to Policy Deployment. Finishing his commercial career as GM, Residential Group, Osmonics, Inc./GE Water & Process Technologies, Mr. Elliott is now Chairman of the Business Department at Northwestern College teaching strategy, entrepreneurship and operations. Dick's education includes a BS from the U.S. Naval Academy, an MS from MIT, and an MBA from Stanford.

**Read about the
Pre-dinner Program on page 3!**

■
Meeting Date

Tuesday, February 12, 2008

■
Location

Hampton Inn
1000 Gramsie Road
Shoreview, MN 55126
651/482-0402

■
Schedule

Pre-dinner Program, Registration & Networking	5:00 pm
Dinner	6:00 pm
Announcements/Break	6:45 pm
Presentation	7:00 pm
Q&A/Closing	7:45 pm

Make your reservations before noon on Thursday, February 7, 2008.

Reservation Policy: Space is limited and reservations are required. Call the APICS chapter office at 952/941-7305, fax 952/941-8668, or email dreddan@apicstc.org. **before noon** on Thursday, February 7th. APICS is responsible for all meal reservations, including no-shows. No-shows and cancellations received after February 7th will be billed. *A vegetarian option is available if ordered in advance at the time of registration.*

Payment Options: Pre-pay by phone, fax or email with VISA, Master Card or American Express, or pay at the door with cash or check. We cannot accept credit card payments at the door. **APICS Members: \$35. Nonmembers: \$45. Full-time Students: \$15.**

For additional information on APICS TWIN CITIES CHAPTER visit our website:

www.apicstc.org

ph 952/941-7305 fx 952/941-8668

Intelligent Business Solutions, Inc.

Develops custom computer based solutions to improve operations and productivity.



Rich diversity of application areas includes:

Telecommunications, Customer Management, Sales Management, Manufacturing Control, Scheduling, Customer Service, Accounting, Invoicing, ISO 9000 Certification, Engineering Management, Medical Claims, and Medical Practice Management.



Seasoned professional staff with over 40 years of experience in all phases of information system design, development, and implementation including computer hardware configuration, sales, support, and management.



We are adept in Analysis Of Business Functions, Data Base Design, and Project Management.

Phil Hoop, PRESIDENT
philhoop@mm.com

7330 Cornelia Drive,
Suite 100
Edina, MN 55435

VOICE (952) 820-0759

FAX (952) 820-0270



BOARD OF DIRECTORS COLUMN

by **Lyle Henning, CIRM**

Vice President Membership

I am, what I would consider, a relatively new member to APICS. While my company had a membership, it wasn't until the past couple years that I have really become active. Sure, I attended a couple PDM's every year but my involvement never went much further than that. Now I wonder why I waited so long. Becoming a member of the board has pushed me out of my comfort zone, but has resulted in some great benefits for me.

One of the biggest benefits for me is networking. Networking is key in career development. Many people look at networking in the context of making a job change. Sure, networking at APICS events is a great way to find out about different companies, different careers, and job openings. But even if you have no intention of a job change, networking can help you find informational resources to help you learn and be stronger within your organization.

Being slightly on the introverted side, networking has always been a huge challenge for me in my career. Being active on the board, especially in the role of VP of Membership, has instantly changed that. Not only do I have new relationships with the other board and committee members, but it makes it easier to strike up conversations with

other members at various APICS functions. I instantly know several attendees who can then introduce me to others, thus continually expanding my network circle. I think it is easy for many of us to go to events with a group of co-workers and never step outside of this group. I challenge you to step out of your comfort zone and discover the value of APICS networking.

Also, I would encourage everyone to get involved with the board or a committee. There are many opportunities available to assist in the planning and execution of APICS events. Not only am I able to attend some great learning events, but I also have the opportunity to help shape and drive them. Instead of sitting on the sidelines thinking "I wish they would offer this", I can take that idea to the next level and develop it into either a PDM or a training program.

Member input is critical for APICS to continue to develop and offer useful and beneficial learning opportunities for its members. Therefore, when we ask you to fill out the evaluation cards at chapter events, we truly are looking for your feedback as well as ideas for future events. We want and need to tailor our offerings to the needs and wants of our members. [continued on page 3]

2007 - 2008 Twin Cities Chapter Board of Directors

President
Jolyn Stacy, CPIM, CSCP
ph 763/514-7941
jolyn.stacy@medtronic.com

President-Elect
David VanValkenburgh, CFPIIM, CSCP, C.P.M.
ph 763/574-5137
david.e.vanvalkenburgh@cummins.com

Vice-President Education Programs
Judy Olson
ph 952/947-1200
jmolson@arizant.com

Vice-President Finance
Stephen Patten, CPIM
ph 763/428-7200 ext. 183
stephen.patten@alcoa.com

Vice-President Marketing and Sales
Dana Sue McDonald
ph 763/528-7038
dana.s.mcdonald@cummins.com

Vice-President Programs
Joe Soule, CPIM
ph 651/737-5359
jsoule1@mmm.com

Vice-President Membership
Lyle Henning, CIRM
ph 612/376-4568
lhenning@larsonallen.com

Vice-President Seminars
Scott Heilman
ph 763/576-3614
scott.heilman@mate.com

Vice-President Academic & Career Development
Don Adamek, CPIM, CIRM
ph 651/450-0351
adamek@pro-ns.net

Past-President
Jim Ogren, CFPIIM, CIRM
ph 651/492-9708
skogren@aol.com

what is coming up?*

Chapter Board/Committee Meetings

- FEB 19 Board of Directors Meeting
- FEB 27 Education Policy Committee Meeting

Upcoming Professional Development Meetings

- MAR 11 Plant Tour-Coca Cola
- APR 8 The Beauty of Uncertainty
Presented by: Bob Brattland
Location: to be announced

Seminars

- JAN 18 Kaizen – Cummins Best Practices and Barriers to Change – 1/2-day Seminar & Plant Tour **SOLD OUT**

Education Programs Certification:

CPIM Certification Review Classes:

- JAN 9 Winter Term Begins
- JAN 10 Registration Deadline for BSCM Fast-Track Class
- JAN 17 BSCM Fast-Track Class
- JAN 23 Early-Bird Registration Deadline for DSP 2.5-day Class
- JAN 30 Registration Deadline for DSP 2.5-day Class
- JAN 31 Early-Bird Registration Deadline for MPR Fast-Track Class
- FEB 7 Registration Deadline for MPR Fast-Track Class

- FEB 14 MPR Fast-Track Class
- FEB 21 DSP 2.5-Day Class Begins
- FEB 28 Early-Bird Registration Deadline for DSP Fast-Track Class
- MAR 6 Registration Deadline for DSP Fast-Track Class
- MAR 13 DSP Fast-Track Class

CSCP Certification Review Classes:

- JAN 9 Orientation Meeting
- JAN 23 CSCP Certification Review Class – Day 1
- FEB 6 CSCP Certification Review Class – Day 2
- FEB 20 CSCP Certification Review Class – Day 3
- MAR 5 CSCP Certification Review Class – Day 4

CSCP Eligibility Application Deadlines:

- JAN 18 Eligibility Application Deadline for March Exam
- APR 25 Eligibility Application Deadline for June Exam

CSCP Exam Registration Deadlines:

- FEB 1 Exam Registration Deadline for March Exam
- MAY 9 Exam Registration Deadline for June Exam

CSCP Exam Dates

MAR 15, 2008; JUN 21, 2008

Details on all chapter events can be found at www.apicstc.org.

***All programs listed are subject to change.**

Upcoming Certification Exam Dates

CPIM - Certified in Production & Inventory Management

Call 800/274-8399 Basics of Supply Chain Management, Master Planning of Resources, Detailed Scheduling & Planning, Execution & Control of Operations, Strategic Management of Resources

CIRM - Certified in Integrated Resource Management

JAN, MAR, MAY Enterprise Concepts & Fundamentals, Fundamentals, Identifying & Creating Demand, Delivering Products & Services, Designing Products & Processes

MAR 29-
APR 6* Integrated Enterprise Management
*Final IEM Exam Offering

Note: As of June 1, 2008, the APICS CIRM program will be discontinued. Any candidate who wishes to earn the CIRM designation, must pass all required exams before June 1, 2008.

To register for certification exams, call Promissor at 800/274-8399

Deadline for entries for MAR 2008 Update is JAN 15.

BOARD OF DIRECTORS COLUMN

[continued from page 2]

Finally, I want to mention two new valuable member resources that will be coming on-line in 2008 that I personally am excited about. APICS members will have access to the resources of the Aberdeen Group and The American Management Association. The Aberdeen Group is a leading provider of fact-based research focused on the global technology-driven value chain. The American Management Association is a world leader in professional development and performance-based learning solutions. Both of these organizations will provide our members with more access to business and management training and research to enhance their operations management knowledge.

I challenge each of you to become more active within APICS in 2008 and reap its many benefits!

PRE-DINNER PROGRAM:



HOW TO MANAGE YOUR VALUE PROPOSITION AND INCREASE FORECAST ACCURACY

Presented by: Richard Artes, President, FGIS, Inc.

Every successful company must understand and manage their value proposition. In simple terms, your value proposition is exceeding the performance of your competitors and meeting all the needs of your customers. This presentation will describe the four-step process to achieving this performance. When you understand and manage your customer expectations and capabilities of your competitors, you can implement strategies to increase market share. Applying focused competitive process improvement methods will also cause forecasts to become more accurate and accountable. Learn how to apply this process to your company operations.

Learning objectives

- 1 Become familiar with how to define and assess your customer values.
- 2 Understand the four step process to analyze, define and deploy your value proposition.
- 3 Explain the purpose and value of rating customer values driver performance of your competitors' capabilities.
- 4 Understand how to translate your customer values differentiators into more accurate forecasts.

Richard Artes, CPIM, is President of Fourth Generation Learning Systems, a business process improvement company specializing in lean manufacturing and demand management. Mr. Artes has over 25 years of industry education and consulting experience. Mr. Artes is the author of a demand process called Strategic Forecasting and has been a speaker at eight APICS International Conferences. He is a graduate of the University of Minnesota.

APICS announces new member benefits for 2008

APICS is pleased to announce new benefits and resources to add value to your membership in 2008. Now our members will have access to business and management training and research that will enhance their operations management knowledge. Coming in 2008, your APICS membership will include:

Aberdeen Research

Aberdeen Group, the leading provider of fact-based research focused on the global technology-driven value chain, will provide APICS members with unrestricted access to the entire Aberdeen Research Archive, with more than 5,000 documents in research channels such as supply chain, retail, manufacturing, information technology, finance, human resources, and product research and development. This resource is valued at \$995 and will be included with APICS membership.

AMA Business and Management Training

The American Management Association (AMA), a world leader in professional development and performance-based learning solutions, has entered into an agreement with APICS to provide business and management education to our members. APICS members will be able to take advantage of:

- AMA programs delivered by an expert faculty of business practitioners and discounts up to 30 percent off AMA seminars
- the AMA Management Update, a monthly e-newsletter full of practical insights from today's management experts as well as practitioners
- unlimited access to the AMA Web site, featuring useful articles, assessments, and book excerpts, as well as the latest research on management practices, policies, and procedures
- preferred pricing on the AMA's extensive catalog of business and management books and self-study products

newly updated member benefit: APICS Dictionary, 12th Edition

APICS members can request a complimentary copy of the APICS Dictionary, the standard for terms and definitions in the inventory and supply chain management field. The 12th edition, updated October 2007, contains more than 4,000 essential terms. Every APICS member is eligible to receive one complimentary copy of each edition. Request your copy today from the APICS bookstore at 800/444-2742.

congratulations newly certified!

The Twin Cities Chapter recognizes the following individuals who completed the requirements for APICS CPIM certification.

Rose Peine, CPIM
3M

Walter Ebertz, CPIM
Valspar Corporation

Congratulations on your
outstanding achievement!



Online CPIM Review Courses

Fox Valley Technical College
www.fvtc.edu/cpim

- Interactive Learning
- Self-Paced
- Industry-experienced Instructors
- FVTC online delivery since 1994
- Customized delivery available
- Video on CD
- 95% pass rate




For more information, contact
Anne Haberkorn, CFPIM, CIRM, Jonah
(920) 996-2897

welcome new members

Marc Harvieux	Land O'Lakes	John Melbye	Parker Hannifin
Michael Hearne	General Mills	Matthew Muraski	Feed My Starving Children
Don Hoffert	StoraEnso		
Mark Hoffman	Donaldson Company	Leni Petter	MDS-Caswell
Matthew Hoholik	EPICOR	Dona Purrington	
Andrea Lazarz		Amy Schuck	Softbrands
Jeffery Levenhagen	UV Color, Inc.	Charles Singerhouse	
		Malik Watkins	

ADD A BACHELOR'S DEGREE IN TECHNICAL MANAGEMENT TO YOUR COLLEGE OR FIELD EXPERIENCE!

In today's competitive job market, earning educational degrees is critical to career advancement. And many people with some qualifying college credits or field experience can easily add a bachelor's degree to their resume. It may seem like a daunting and time-consuming task, but DeVry University's bachelor's degree in technical management (BSTM) can be earned in less than three years!

As an APICS member and dean of DeVry University in St. Louis Park, I know many fellow APICS members who would benefit by completing their bachelor's degree.

If you already have qualifying college credits, you can complete a bachelor's degree in less time and at a lower cost than in a traditional bachelor's degree program. Earning a BSTM degree could help you take advantage of greater opportunities in your industry and take the next step in your career.

DeVry's BSTM degree program offers a choice of four technical specialties: business administration, general technical management, criminal justice, and health information management allowing individuals to move toward a leadership role in a wide variety of industries.

DeVry University is a recognized leader in technology-based business education and prepares students for high-demand, high-paying careers while helping them develop the business skills necessary to become organizational leaders. The university is accredited by The Higher Learning Commission of the North Central Association, guaranteeing each student the highest quality educational opportunities.

With its strong emphasis on technology, DeVry University produces graduates with technical management knowledge who have gone on to work for leading national and international companies and organizations. In fact, system wide, 93% of DeVry's June '06, October '06 and February '07 graduates in the active job market were employed in their fields within 6 months of graduation at an average salary of \$42,000.

At DeVry, students can pursue their education either full-time or part-time and evening or online classes to accommodate busy schedules. I encourage fellow APICS members to learn more about BSTM and whether it can help them advance their careers.

Thank you,
John Gariano
 DeVry University/St. Louis Park

enhance your
 earning power

share your "hot issues" with APICS in 2008

Professionals sharing knowledge and peers sharing lessons learned from real-world experiences in the field are at the heart of the APICS International Conference & Expo.

Let us know about the hottest issues you are dealing with, and what topics you would like to see discussed at APICS 2008 in Kansas City.

Visit: <http://www.apics.org/education/conference/default.asp> to submit your "HOT ISSUES".

Save the date for APICS 2008 in Kansas City, Missouri, September 14-16.

available now!

APICS 2007 conference proceedings

APICS is pleased to announce the 2007 APICS International Conference Proceedings are available through a new Web site, the APICS Live Learning Center. APICS members and APICS 2007 conference attendees have unlimited and complimentary access to valuable conference content on demand, increasing the usefulness and availability of the proceedings. In addition to the presenter manuscripts included in the proceedings in past years, the site includes PowerPoint presentations from the educational sessions. There also is an audio file compilation of APICS 2007 educational sessions available for purchase. While these benefits are available at your convenience online, you may have a CD-ROM mailed to you upon request. Please call an APICS Customer Support associate at 800/444-2742 or 703/354-8851, or e-mail service@apics.org, to request a CD-ROM.

volunteers needed:

Education Policy Committee is Seeking Volunteer

Director of Instruction and Student Materials

The Ed Policy committee is looking for someone to fill the position of Director of Instructor and Student Materials. This is a great way to network and hone leadership skills.

This person would be responsible for:

- arranging for the transfer of instructor kits between instructors
- updating instructor materials as needed
- ordering student materials
- managing and storing inventory

Looking for a detail oriented individual who is willing to commit an average of 5 hours per month with busy times three times a year. The ideal candidate would have production and inventory control experience.

For more information, please contact Judy Olson at jmolson@arizant.com or the Chapter Office at 952/941-7305.

Academic & Career Development Committee is Seeking Volunteers

If you're interested in working with college students and professors at local colleges we can use your help. The VP of Academic & Career Development needs volunteers in the following areas:

- Creation of New Student APICS Chapters
- Ongoing Support of New & Existing Student Chapters
- Recruiting New Academic Practitioners as APICS Members
- Involving Student Chapter Members in Local and National APICS Programs

Time requirements would be 4-8 hours per month during the academic year.

If you're interested in helping with the student chapter(s), please contact Jolyn Stacy at jolyn.stacy@medtronic.com or Don Adamek at adamek@pro-ns.net or the Chapter Office at 952/941-7305.

Seminar Committee is Seeking Volunteers:

APICS Seminar committee is looking for two high-energy, creative, ambitious, talented and committed individuals who have the drive to make a difference in their professional careers. If you have the passion to help drive change thru the APICS body of knowledge and have an interest in improving the APICS seminars you attend, then we need you. Make connections and professional relationships that will last a lifetime by volunteering 5 hours a month via phone, e-mail or in person at committee meetings.

Interested candidates, please respond to Scott Heilman, Vice President Seminars, at scott.heilman@mate.com or 763/576-3614.

Have an interest in volunteering?

Contact the chapter office at 952/941-7305 or dreddan@apicstc.org.

important information regarding CIRM certification

As of June 1, 2008, the APICS CIRM program will be discontinued. Any candidate who wishes to earn the CIRM designation must pass all required exams before June 1, 2008.

APICS CIRM Exam Dates:

First four CIRM exams: Throughout the months of January, March, and May 2008:

- Enterprise Concepts and Fundamentals (ECF)
- Identifying and Creating Demand (ICD)
- Designing Products and Processes (DPP)
- Delivering Products and Services (DPS)

Fifth and final CIRM exam:

- Integrated Enterprise Management (IEM) Exam: March 29–April 6, 2008

Integrated Enterprise Management (IEM) Exam:

The final IEM exam administration is scheduled for March 29 – April 6, 2008. After the March 29–April 6 administration window in 2008, the IEM exam will no longer be available.

Please note that APICS discontinued the eligibility requirements for the IEM exam. Candidates are no longer required to pass the first four CIRM exams before being allowed to take the IEM exam. Although candidates are strongly encouraged to take the first four CIRM exams before the IEM exam, APICS recognizes that increased flexibility is desired by in-process candidates because of the limited administration windows.

Registration Fees

The 2008 CIRM exam registration fees for North America are as follows.

- APICS Members: \$160.00 per exam
- Nonmembers: \$195.00 per exam

If you have any questions about the CIRM program, please send an email to service@apics.org or call APICS customer service at 800/444-2742.

APICS TAD (terminology, acronyms and definitions)

P **performance criterion-**
The characteristic to be measured (e.g. parts per million defective, business profit).

performance measure-
In a performance measurement system, the actual value measured for the criterion.

performance measurement system-
A system for collecting, measuring, and comparing a measure to a standard for a specific criterion for an operation, item, good, service, business, etc. A performance measurement system consists of a criterion, a standard, and a measure.

performance standard-
In a performance measurement system, the accepted, targeted, or expected value for the criterion.

We welcome your feedback or suggestions for vocabulary to be highlighted in future issues. Send them to Natalie Dietz at ndietz@apicstc.org or by phone at 763/413-2513.

HAVE YOUR CONTINUOUS IMPROVEMENT EFFORTS STALLED?

Plan now to attend our next APICS TOC Learning Community with a group of inquisitive people to discover how the evolving practices of continuous improvement, innovation and project leadership can be used to leverage your initiatives for driving increasing manufacturing capacity and quality.

This is an opportunity for real dialogue among peers and facilitated by TOC experts. If you have a problem, concern, or irritation in your organization that you would be willing to share in future

meetings, let us know and we will have some fun applying some of the various TOC tools/approaches to it!

Any APICS member is welcome who has an interest in TOC. The meetings this year will be the 3rd Thursday of the month, from 4:30–6:30 at Ridgedale Library. The time is set so we can avoid the traffic hassles. We normally go to Champps after the meeting for food and beverages.

Upcoming meeting dates are 1/17, 2/21, 3/20, 4/17 and 5/15

Hope to see you!

If you are interested in more information about the TOCLC, contact:
Rick Bernett
612/216-1629
rbernett@3sixtysolution.com

What is APICS?

APICS, The Association for Operations Management, is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing and logistics. Since 1957, individuals and companies have relied on APICS for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals.

What is the Twin Cities Chapter?

The Twin Cities Chapter is the largest chapter in the entire APICS international organization. The Chapter membership exceeds 1,100 representing more than 500 companies, and provides services to its members in Minnesota, Wisconsin, North and South Dakota, and Iowa. Established in 1949, the Twin Cities Chapter is the recipient of the highest award given by APICS worldwide, the Platinum Award, for the past 13 consecutive years.

The Twin Cities Chapter promotes APICS goals by providing networking resources, monthly professional development meetings, certification and educational classes, and publications to members and their companies that lead to improved profits and advance their professional knowledge and enhance career advancement.

Company Coordinators

Company Coordinators are volunteer spokes-persons for APICS within their companies. For a complete listing of company coordinators, check the chapter website at www.apicstc.org. If you would like to volunteer to be a coordinator for your company, call the chapter office at 952/941-7305 or email dreddan@apicstc.org.

Executive Council

President	Jolyn Stacy , CPIM, CSCP	Medtronic
Past-President	Jim Ogren , CFPIM, CIRM	
President-Elect	David VanValkenburgh , CFPIM, CSCP	Cummins Power Generation
December 2008	Jim O'Keefe , CPIM	Boston Scientific
December 2009	Nancy Norman , CFPIM	

MEMBERSHIP INFORMATION, CHANGE OF ADDRESS & PRIVACY REQUEST FORM

Membership Benefits

- Chapter monthly newsletter
- Monthly APICS - *The Performance Advantage*
- Society Conference Proceedings
- Quarterly journal from Society
- Advance notice and reduced fees for meetings, seminars & workshops
- Resume file and job posting opportunity
- Lending library
- Salary survey and job descriptions

Check here and fax to 952/941-8668 to exclude your name from rented or traded mailing lists. Telemarketing use of APICS mail lists by sources other than APICS is strictly prohibited.

I would like to join APICS, please send me an application form.

I have changed my mailing address.

Preferred mailing address: home business

Name _____

Company _____

Address _____

City _____ State _____ Zipcode _____

Business Phone _____

Mail or fax to APICS Twin Cities Chapter fax: 952/941-8668

Newsletter Editor:

Natalie Dietz, CPIM
APICS Twin Cities Chapter
763/413-2513
ndietz@apicstc.org