

PROFESSIONAL DEVELOPMENT MEETING TO BE HELD ON TUESDAY, MARCH 10

plant tour: liberty carton

Liberty Carton Company is a premier designer and manufacturer of corrugated packaging and display solutions for customers throughout the United States. The company has a long history of sustainability with the majority of its raw materials being made from 100% recycled feedstock. In addition, Liberty is one year into its Lean Six Sigma journey.

Liberty's operating approach is to create the best packaging solutions with customers by understanding their needs and using value-added services, Lean Six Sigma principles and sustainability initiatives to deliver quality products and experiences. Liberty's customer base includes manufacturers, retailers, printers and distributors.

Learning objectives:

- 1 Tour a complete corrugating and converting operation.
- 2 Learn about the launch and operation of Lean Six Sigma efforts in a manufacturing facility.



Presented by:
Mike Snowball,
Group Vice President and
General Manager Packaging
Liberty Carton Company

About the presenter:

Mike Snowball is the Group Vice President and General Manager for Liberty Diversified International's packaging group. He is responsible for the strategic direction and operation of Liberty Carton Company's five plants in Minneapolis, MN, Fort Worth, TX, Lenexa, KS and Mexicali, Mexico.

Prior to joining Liberty Carton Company, Mike was Chief Operating Officer of Atlas Container Corporation where he led turnarounds at its Baltimore, MD and Meriden, CT facilities. Mike's experience also includes 14 years with Mead Corporation, including 5 years as President of the Containerboard Division. In total, Mike has over 30 years of industry experience with a proven track record of leading change and driving profitable growth.

Snowball has a B.S. in Business Administration from the University of Akron, an MBA from the University of Dayton and is a Black Belt in Lean Six Sigma.

Meeting Date

Tuesday, March 10, 2009

Location

Liberty Carton
870 Louisiana Avenue South
Minneapolis, MN 55426

Schedule

Registration & Networking	5:30 pm
Dinner	6:00 pm
Announcements & Break	6:45 pm
Program Overview and Tour	7:00 pm
Q&A and Closing	7:45 pm

Make your reservations by Thursday, March 5, 2009.

Reservation Policy: Space is limited and reservations are required. Register online at www.apicstc.org or call the APICS chapter office at 952/941-7305, or e-mail (admin1@apicstc.org) by 5:00 pm Thursday, March 5th. A \$5 late-registration fee will be imposed on any registrations received after **5:00 pm on March 5th**. APICS is responsible for all meal reservations, including no-shows. No-shows and cancellations received after March 5th will be billed.

Payment Options: Pre-pay online, by phone, or e-mail 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: \$35.00 Nonmembers: \$45.00 Full Time Students: \$15.00

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

www.apicstc.org
ph 952/941-7305 fx 952/941-8668



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BOARD OF DIRECTORS COLUMN

by Lyle Henning, CIRM

President-Elect

Has America seen the bottom yet? I think it is safe to say that we still have some dark days ahead before we begin seeing the positive signs of recovery. Some of us have been deep in the effects of the recession already while others are just beginning to be directly affected. For myself, 2008 was a good business year for me, not necessarily my 401k. 2009, on the other hand, is looking a little bleak as my client's hardships trickle down.

Layoffs have hit the Twin Cities hard

with such companies as Andersen Windows, Hutchinson Technology, 3M, Cargill and Best Buy all laying off significant numbers in the past few months.

So why all the gloom in an APICS column?

Hopefully to demonstrate the value of your APICS membership, especially now in these tough economic times. Education and skills are what sets us apart from the crowd at times like this. It is a major factor in keeping a job or in finding a new one after a layoff. Go out to any of the job search websites such as Monster.com and type in APICS. You will find APICS certification and training listed in many job postings as a preferred qualification. Employers recognize the value of the education that APICS provides its members along with knowing that the potential employee has the drive to continually

develop themselves. Make certain APICS is part of your resume. Beyond internationally recognized certification programs, APICS offers other educational values to operations management professionals including workshops, monthly professional development meetings, the APICS magazine, webinars, chapter newsletters, access to Aberdeen Research, the APICS dictionary, the APICS Body of Knowledge and much more.

APICS also offers an excellent way to network

with other operations management professionals. As the saying goes, sometimes it is not always what you know but who you know. APICS members can help you in assessing your skills. They can help you identify what companies are looking for in job applicants. They can let you know of positions available at their company or others they deal with. You can also use the APICS website to post your resume.

So what is my point with all of this? Some may look at their membership as money out of their pocket that needs to be tightened up when times get tough. Instead, I would say that an APICS membership is an asset in these tough economic times. It may help keep you employed or to find rewarding employment again more quickly. Utilize all that APICS has to offer you and continue to develop your knowledge and skills.

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plan ahead!

October 4 - 6, 2009
APICS International
Conference
Global Ability
Toronto, Ontario
Canada

VOLUNTEERS NEEDED

leadership opportunities:

Vice President Membership

Job Summary: The Vice President of Membership shall plan and execute ways and means of supporting current membership interface with the Chapter and Society as well as seeking to increase the membership of the Chapter.

Time Requirements: 8 - 12 hours per month

If you would like to be considered for this position, please contact David VanValkenburgh at president@apicstc.org or the Chapter Office at 952/941-7305.

Vice President Finance

Job Summary: The Vice President of Finance shall be responsible for all financial activities of the Chapter.

Time Requirements: 6 - 20 hours per month

If you would like to be considered for this position, please contact David VanValkenburgh at president@apicstc.org or the Chapter Office at 952/941-7305.

committee opportunities:

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 vpseminars@apicstc.org or 612/701-9548.

Marketing Committee is Seeking Volunteers:

APICS Marketing & Sales is looking for high-energy, creative, motivated and committed individuals who have the drive to make a difference. If you have the passion to help inspire change and increase APICS market share, 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 Lisa Koehler, Vice President Marketing & Sales, at vpmarketing@apicstc.org or 612/384-9884.

continuing education classes

Lean Enterprise Workshop Series

7 Fridays, March 13 - May 1, 2009 8:30am - 12:30pm

DeVry University, St. Louis Park Members: \$1,050.00, Non-Members: \$1,155.00

Register online at www.apicstc.org by Wednesday, February 25th. A \$30 late fee will be applied to registrations received between February 26th and March 5th. Earn 28 Certification Maintenance Points for attendance at this workshop!

Theory of Constraints Workshop - Performance Measures

Thursday, April 9, 2009 12:30 - 4:30pm

Maple Grove Community Center Members: \$195, Non-Members: \$300

Register online at www.apicstc.org by Tuesday, March 24th. A \$30 late fee will be applied to registrations received between March 25th and April 1st. Earn 4 Certification Maintenance Points for attendance at this event!

what is coming up?*

Chapter Board/Committee Meetings

MAR 17 Board of Directors Meeting

MAR 24 Education Policy Committee Meeting

Upcoming Professional Development Meetings

APR 14 Topic to be announced
DoubleTree Park Place

MAY 12 Topic to be announced
DoubleTree Park Place

Education Programs Certification:

CPIM Certification Review Classes:

FEB 9 Spring Term Classes Begin

CSCP Certification Review Classes:

MAR 18 Early-bird Registration Deadline

MAR 25 Final Registration Deadline

APR 16 CSCP Certification Review Class Begins

Continuing Education Classes:

FEB 13 Inventory Control Workshop -
"Cycle Counting"

MAR 13 Lean Enterprise Workshop Series (7 wks)

APR 9 TOC Workshop "Performance Measures"

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

CSCP - Certified Supply Chain Professional

MAR 21 CSCP Exam

To register for CPIM certification exams, call Pearson Vue at 800/274-8399

Deadline for entries for APR 2009 Update is FEB 15

apics tad

TERMINOLOGY, ACRONYMS, & DEFINITIONS

S **six sigma** – A methodology that furnishes tools for the improvement of business processes. The intent is to decrease process variation and improve product quality.

V **value added** – In current manufacturing terms, the actual increase of utility from the viewpoint of the customer as a part is transformed from raw material to finished inventory. It is the contribution made by an operation or a plant to the final usefulness and value of a product, as seen by the customer. The objective is to eliminate all non-value-added activities in producing and providing a good or service.

V **value chain analysis** – An examination of all links a company uses to produce and deliver its products and services starting from the origination point and continuing through delivery to the final customer.

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.

TWIN CITIES THEORY OF CONSTRAINTS LEARNING COMMUNITY

wanted! a few good problems!

Why not take full advantage of the Twin Cities APICS Theory of Constraints Learning Community (TOCLC), which normally meets the 3rd Thursday of each month starting in September? If you're a member of APICS, you're already eligible to join.

Our primary goal is to provide APICS members with hands-on experience on how to use the Theory of Constraints (TOC) to find and direct improvements within their organization and then how to choose the most applicable tool to cause the improvement.

The monthly meetings are informal, and designed so all participants have an opportunity to actively participate if desired. We cover a wide variety of operational topics utilizing presentations, simulations and viewing DVD's of the international TOC conferences.

In addition, we also actively seek the opportunity to work with a company that has a challenging and specific operational problem. Using TOC, we will review the situation and propose solutions, and, ideally, assist in the implementation. This is truly a win-win proposition: TOCLC members gain a real working knowledge of TOC and how to apply it in a real-life situation. The company benefits in obtaining workable solutions.

Also new this year, we have developed a hands-on simulation to help explain Drum Buffer Rope in more detail. This is a more comprehensive simulation using a set of real machines which have various speeds and set ups to give the students a sense of working in a real operation.

where and when:

To avoid rush hour hassles, we typically schedule the meeting to start at 4:30 p.m on the 3rd Thursday of each month. The meetings are usually held at the Ridgedale Library in Minnetonka (494 & 394). The library has a Caribou coffee shop with snacks. We generally conclude the meeting at 6:30 and optionally, finish with a beer and nachos at Champps, just across the street. If there is a change in location, we will advise all members with sufficient lead time.

registration:

Meetings are free to APICS members. One last detail, if you are possibly interested in attending future meetings, please send your name and contact information so we have you in our contact list. We send a meeting reminder notice to all members 10 days prior. To assist in our planning, we would appreciate an email or call if you are planning to attend. On the other hand, if you just want to show up at the place and time, that's also fine. We also encourage you to bring a guest or two.

contacts:

If you have any questions or comments, please feel free to contact either:

- Rick Bernett at: rbernett@3sixtysolution.com or call 612-216-1629
- Jim Ronald at: james_h_ronald@uhc.com or call 612-366-5426

Looking forward to your participation!

welcome new members!

Andrew Abrahamson

Benjamin Bidne

Greg Bogut

Amy Burnham

Minco Products Inc.

Randy Crim

ADC Telecommunications

Joel Fox

Phil Fumo

John Geurkink

Rachel Johansen

Liza Larson

MME Group

Peter Linn

Chandramouli Narayanaswamy

Wipro Technologies

Ganesh Padmanabhan

Marianita Prus

Muhammad-Ridha Rashid

Nicholas Schuster

Amit Sharma

Jacqueline Theriault

Kader Muhideen Varusai Iqbal

Paul Vergin

congratulations newly certified!

The Twin Cities Chapter recognizes the following members who completed the requirements for APICS certification – Certified in Production and Inventory Management (CPIM) and/or Certified Supply Chain Professional (CSCP). Congratulations on your outstanding achievement!

Joshua Heubner, CPIM

Deluxe Corporation

Hente Braam, CPIM

Todd Bauman, CSCP

Lake Region Medical

Lauren Goldenstein, CSCP

Laxmi Govindan, CSCP

La Pro Inc.

John Hauschild, CSCP

The Bergquist Company

Kim Horvat, CSCP

General Mills

Doug Kirkman, CSCP

Land O'Lakes

Gregory Puent, CSCP

Upsher-Smith Laboratories

Barry Riutta, CSCP


Boston Scientific

Dawn Skare, CSCP

GAF Materials Corporation

Vadrevu Srinivas, CSCP

Craig Strane, CSCP



*I won't need anyone's help.
I can do it on my own.*

With that degree, it's gonna give me more opportunity so I can make more money. I'm already working with human resources- how to deal with people, codes of conduct, loyalty, ethics, the hiring process, paperwork....

A job is just a job. A career is something that you worked for. I feel better as a person now. I feel more accomplished.

Michelle Oquendo '08

Michelle Oquendo '08
Technical Management

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THE UN-COMFORT ZONE WITH ROBERT WILSON

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I love this quote by Gandalf the Gray from the book *Lord of the Rings* by J. R. R. Tolkien, "When we despair we cease to choose well. We give in to short cuts." It's so true and we all know that we have been guilty of it at some point in our lives.

It reminds me of the Dot Com Bubble that burst in March of 2000 and caused the stock market to crash. I remember those heady days of "irrational exuberance" as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to miss out on the digital revolution. They were motivated by the dreams of easy money. It was all about taking a short cut.

Several start ups approached me to help them promote their new Internet businesses in exchange for stock options. I looked at a couple of cobbled together companies that were little more than a guy with a website and the hopes of mining some venture capital. The idea was to generate web page hits with a clever name or gimmick, sell a ton of stock at the Initial Public Offering, then retire a millionaire. I decided to stick with those willing to pay in cash.

After the burst, I read about a repo man in Silicon Valley who repossessed the expensive cars of former Internet millionaires. He reported that he frequently found dozens of losing lottery tickets in the cars—evidence that the former car owners were acting out of despair and looking for short cuts back to the elusive wealth that had slipped from their grasp.

Beverly Sills, the famous opera soprano, once said, "There are no shortcuts to any place worth going." But, too often when times are good we pile on the responsibilities. Later on when we encounter adversity, we look backwards instead of forward. We attempt to go back to where we enjoyed success in the past even when it is counter-productive to our current goal.

In my seminars on innovation I conduct a fun exercise that demonstrates how we frequently feel we must go backwards before we can go forward. A volunteer from the audience is selected and sent out of the room. The audience chooses a simple behavior they want the volunteer to do (like jumping up and down on their left foot). What makes it fun is that the volunteer must guess the behavior. The audience can only help by saying the word, "yes" when the volunteer does anything that comes close to the desired behavior. They are not allowed to say, "no" or give any other hints.

Once the volunteer performs the desired behavior, the audience rewards it with a round of applause. I ask for a second volunteer, but this time we change the rules after the person leaves the room. When the desired behavior is reached, the audience goes silent, says nothing, and gives no applause. Since the volunteer is no longer getting feedback in the form of "yes" he or she will go back and repeat behaviors that did elicit a "yes." The audience, however, remains silent.

As we watch the volunteer, we can see despair forming on his or her face. The volunteer will then go further backward to find a previous behavior that generated success. Eventually the volunteer quits going backwards and starts initiating brand new behaviors in the hopes of regaining another, "yes." It is after several new behaviors are performed that the audience is signaled to applaud and reward the volunteer for his or her efforts. The purpose of the exercise is to force the volunteer to backtrack to the point that they realize success can only be found by moving forward.

In life, the trick is to stay focused even when our luck seems to be changing. We may have to slow down or make changes in our methods, but the goal must remain the same. Henry David Thoreau observed, "We rarely hit where we do not aim." In other words, if you're moving backward you are moving away from your goal . . . and it's hard to hit a target when you're facing the wrong direction.

Robert Evans Wilson, Jr. is a motivational speaker and humorist. He works with companies that want to be more competitive and with people who want to think like innovators.

For more information on Robert's programs please visit www.jumpstartyourmeeting.com.

call for speakers

We are now planning upcoming programs and invite you to submit an abstract to be a speaker! We want a slate of speakers ready to go for both PDM's (professional development meetings—formerly known as dinner meetings) and for seminars. We know we have some of the brightest and most talented manufacturing professionals in *the country—right here in our own chapter!* So, we'd like to hear from you!

Here's what we want from you:

- 1 75 to 100 word abstract that describes your talk. For examples just look at past APICS Updates (this newsletter) for what we're looking for.
- 2 Three learning objectives that attendees will leave with; for example, "how to ...", "create ...", "identify ..." (an "understanding of" is not an objective).
3. 75 to 100 word bio that describes your background and experiences.
4. A title
5. Two references (names and contact information) who have heard this presentation before.
6. Your contact information (including email).
7. A full color, electronic photograph of yourself (if selected to present at an APICS event).

All of the above on a single page, please!

Guidelines:

We would like speakers on both the 'hard' and 'soft' skills. We want a good mix of topics that will help each of us grow both professionally and personally. We would like to offer case studies, panel discussions, pre-dinner meetings, roundtables, and the standard lecture format we typically have. We need you to do it! This is a great way to improve your communication skills, share your knowledge with your peers, showcase your employer, and grow! We want to hear from you!

Please submit your abstract and bio to: Dory Reddan at dreddan@apicstc.org.

call for member articles

APICS Update encourages readers to submit articles and article ideas for possible publication. One of the benefits of being an APICS member is the opportunity to learn and grow by sharing our experiences with other members. We'd like to hear your war stories--the trials, tribulations, successes and failures. To ensure that your article coincides with our readers' information needs and meets our publishing criteria, we've provided the following guidelines:

- 1 Topic relevant to the APICS body of knowledge or professional development in support of the APICS membership—
 - Real-life applications/case studies of supply chain management, e-commerce, scheduling, systems integration and data collection, inventory management, manufacturing technology and techniques.
 - Professional development topics that support the personal growth of the readers.
- 2 Word document (limited to 900 words maximum), double spaced
- 3 Cover page—include a cover page with your manuscript that includes your name, address, phone number, e-mail address, title, company, and a brief author's biography.
- 4 Charts or graphs in a separate file
- 5 The article must be original works; not previously published. Any previously published works must come with a statement from the publisher "Reprinted by permission copyright XXXX.
- 6 Photo—optional (full color, 300 dpi electronic photograph)
- 7 Publishing lead time: A minimum of 3 months prior to publication date (articles published on a space-available basis)
- 8 Mail manuscripts/outlines to Newsletter Editor, APICS Twin Cities Chapter, 10313 Virginia Road, Bloomington, MN 55438 or by email with document attached to ndietz@apicstc.org.
- 9 All articles subject to the approval of the Vice President of Marketing and the Chapter Board of Directors.

As an added benefit, you can earn certification maintenance points if we publish your article!

apics twin cities chapter launches new sponsorship program

The Twin Cities Chapter is pleased to announce a new **Sponsorship Program** designed to give companies an opportunity to showcase their products/services or best-practices to the members of the Twin Cities Chapter.

Sponsorship of an APICS event (PDM or Seminar) includes:

- Logo in Chapter newsletter and on website with a link.
- 2"x2.5" Ad in Chapter newsletter
- Recognition of sponsor's logo and contact information will be presented during a slide show introducing the event.
- Opportunity to set up a display booth at the event.
- Opportunity to briefly address the audience for a 1-3 minute presentation.
- Opportunity to place "mail-back" cards at the event tables.

If you have an interest in sponsoring an APICS event, please contact Lisa Koehler at vpmarketing@apicstc.org or the chapter office at admin2@apicstc.org.

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 14 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.

Executive Council

President	David VanValkenburgh, CFPIM, CSCP	Cummins Power Generation
Past-President	Jolyn Stacy, CPIM, CSCP	Medtronic
President-Elect	Lyle Henning, CIRM	Larson Allen LLP
December 2009	Nancy Norman, CFPIM	American Medical Systems
December 2010	Greg Giese, CPIM	Diversified Dynamics, Inc.
December 2011	Jim Ogren, CFPIM, CIRM, CSCP	

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.

MEMBERSHIP INFORMATION, CHANGE OF ADDRESS & PRIVACY REQUEST FORM

Membership Benefits

- 1 Chapter monthly newsletter
- 2 Monthly APICS - *The Performance Advantage*
- 3 Society Conference Proceedings
- 4 Quarterly journal from Society
- 5 Advance notice and reduced fees for meetings, seminars & workshops
- 6 Resume file and job posting opportunity
- 7 Lending library
- 8 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 _____

Email address _____

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

APICS TWIN CITIES CHAPTER MAILING LIST POLICY

To protect the privacy of members and prevent unwanted solicitations, consumer fraud schemes, and junk mail, our membership information remains unavailable, in any format, to anyone not affiliated with APICS.

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

