

PROFESSIONAL DEVELOPMENT MEETING TO BE HELD ON TUESDAY, APRIL 14

addressing common lean pitfalls

The term “Lean” has become common in the vocabulary of manufacturers, and yet most companies have not realized substantial performance improvement with their Lean initiatives.

In this session, you’ll:

- Learn how to identify 8 key cultural differences in a Lean environment
- Be given 3 practical ideas for making cultural shifts
- Learn how MRP, ERP, and standard cost systems can unknowingly undermine a Lean Transformation
- Gain insight into the 4 roles these tools play in a Lean enterprise.



Presented by:
Rob Tracy,
Larson Allen LLP

Rob Tracy is a principal in LarsonAllen’s manufacturing and distribution group, where he specializes in helping clients achieve their strategic objectives by providing a wide range of advisory services, including strategic planning, Lean implementation, supply chain strategy, and sales and operation planning. Prior to joining LarsonAllen, Rob was CEO of a mid-sized manufacturer that applied Lean principles extensively throughout the enterprise generating dramatic performance improvement. Rob is a graduate of the University of Michigan with a Bachelor of Science degree in industrial and operations engineering.

READ ABOUT THE PRE-DINNER PROGRAM ON PAGE 3.

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Meeting Date

Tuesday, April 14, 2009

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Location

DoubleTree Hotel
1500 Park Place Boulevard
Minneapolis, MN 55416
952/542-8600
(Hwy. 100 & 394)

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Schedule

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

Make your reservations by Thursday, April 9, 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, April 9th. A \$5 late-registration fee will be imposed on any registrations received after **5:00 pm on April 9th**. APICS is responsible for all meal reservations, including no-shows. No-shows and cancellations received after April 9th 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

Stephen Patten, CPIM

Vice President of Finance

During the last year, I have had the opportunity to develop a new costing system for my present employer. The process involved three stages of implementation. These stages would include verifying the bills of material structure, developing the flow path of the inventory costing system and to develop a forecasting and budgeting process.

Verifying the BOM and Routing process

The certification programs taught me that a person needs to coordinate activities between inter-departmental areas. The engineering and quote department were consulted to determine their approach for determining the material and machine requirements for an item. A consistent approach among the departments was agreed upon and a spreadsheet was developed to facilitate this approach.

This process has improved the accuracy of the system requirements. During the current economic environment, it is important that the correct quantity is ordered to minimize the cost of raw materials in storage and the freight and storage costs. The overall objective is to produce a product at the least cost.

Inventory Flow

The next process was to map out the flow of the inventory and costs throughout the system. The MPR and DSP courses were useful in preparing me for this portion of the process. A person needs to understand

how the material and product flows from the purchasing process to the end result of the product being sold to the final customer.

The final result was a better understanding of how the costs were incurred throughout the company. With this understanding, then this company can develop control methodologies to reduce cost and improve the overall efficiency of the company.

Forecasting and Budgeting

The final part of the process will be to develop the forecasting tools for minimizing costs. This step will require a coordinated effort between marketing, production and the accounting departments. The marketing department will provide the sales forecast for the future periods, the production department will provide the means for reaching those sales goals and the accounting department will provide the cost targets for meeting these goals.

In conclusion, the CPIM and CSCP certification programs provide a benefit to the company as a whole. I would highly recommend that all management accountants complete the APICS certification program. The benefits of the certification would be that an individual would develop a better understanding of operations and to improve inter-departmental communications. In today's economy, all resources need to work together to reduce non-value added activities and to improve the profitability of the company as a whole.

2008 - 2009 Twin Cities Chapter Board of Directors

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PRE-DINNER PROGRAM

preview of upcoming continuing education classes

Join us at the pre-dinner presentation and get a sneak preview of the upcoming "Theory of Constraints Workshop—Supply Chain Management" and the "Global Sourcing Workshop Series", both starting in May.

The Supply Chain Management half-day workshop is scheduled for Thursday, May 14th, from 12:30-4:30pm at the Shoreview Community Center.

This workshop introduces participants to the basics of managing a supply chain using constraints management. Topics include the process of identifying the constraints (internal and external) of supply chain, supply chain performance, and flow concepts.

The Global Sourcing Workshop Series is a 4-week program that starts on Wednesday, May 6th from 5:00-9:00pm at Maple Grove Community Center and runs for 4 consecutive weeks.

Companies and organizations need skilled operations management and supply chain management professionals to keep their businesses favorably positioned in today's intensely competitive global marketplace. The Global Sourcing Workshop Series provides a comprehensive study of the critical tasks and challenges associated with sourcing and procurement internationally.

Attend this brief overview and see if either of these workshops is for you!

looking for an opportunity to connect with apics members?

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 coming up?*

Chapter Board/Committee Meetings

- APR 21 Board of Directors Meeting
- APR 29 Education Policy Committee Meeting

Upcoming Professional Development Meetings

- MAY 12 "What They Didn't Tell You in Lean Training About Implementing Change", Presenter: Tom Schulte, DoubleTree Hotel
- JUN 9 Topic to be announced
Jax Café, Minneapolis

Upcoming Seminar

- APR 24 "Motivating Employees in Today's Economy" presenter: John Graci, Rose Vine Hall Banquet Center, Roseville

Education Programs Certification:

CPIM Certification Review Classes:

- MAR 25 Early Bird Registration Deadline for SMR 2-day Class
- MAR 26 ECO 2-day Class Begins
- APR 2 Final Registration Deadline for SMR 2-day Class
- APR 22 SMR 2-day Class Begins
- APR 30 Spring Term Ends
- MAY 18 Summer Session 1 Begins
- JUL 6 Summer Session 2 Begins

CSCP Certification Review Classes:

- MAR 18 Early Bird Registration Deadline for Spring Term
- MAR 25 Final Registration Deadline for Spring Term
- APR 16 CSCP Certification Review Class Begins
- MAY 28 Spring Term Ends

Continuing Education Classes:

- MAR 13 Lean Enterprise Workshops Begin (7 wks)
- APR 9 Theory of Constraints Workshop—Performance Measures
- MAY 6 Global Sourcing Workshops Begin (4 wks)
- MAY 14 Theory of Constraints Workshop—Supply Chain
- JUN 11 Introduction to ERP (2 days)

Upcoming Certification Exam Dates

CPIM - Certified in Production & Inventory Management

All CPIM Exams are computer-based exams scheduled at your convenience. Call Pearson Vue at 800/ 274-8399 to schedule an exam.

plan ahead!

October 4 - 6, 2009

APICS International Conference
Global Ability

Toronto, Ontario Canada

THE UN-COMFORT ZONE WITH ROBERT WILSON

the pleasure principle

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Swing and miss. “Strike Two.” cried the umpire. I threw one more pitch right in at the player’s wrists. He swung hard, but the ball just dribbled right back to the pitcher’s mound. I picked it up and gently tossed it to the first baseman for the out.

As the batter turned back toward the dugout, his team captain stepped out and screamed, “Darrell, you’ve got to get over your fear of this guy!”

The words poured like sweet honey into my ears.

It was the third time I had gotten him out that night including two strike outs. I had completely shut down the best hitter on the best team in the league. It was the most fun I’d had in weeks.

No, I wasn’t throwing heat. Quite the contrary, I’m talking about slow-pitch recreational softball for the over-thirty crowd.

But, I was totally into it. Once a week I stood on the mound under the lights with everyone’s eye on me. Despite the butterflies in my stomach, I can’t image anything more exciting (OK, maybe skydiving!).

And, I was totally motivated! I spent several hours each week tossing balls in my driveway. I set up an area with a pitcher’s

rubber and home plate laid out to the exact dimensions of those on the playing field. After I mastered the two standard softball pitches, I developed two of my own. The best was a softball version of the knuckleball. A spin-less ball that baffled batters the first time they saw it, but even when they did hit it – they could never get any distance on it. I have friends who are obsessed with golf; others with tennis. None of them have a clue what drives me to play softball. But, then again, I don’t get why they play golf or tennis.

What motivates me to play softball or for that matter my friends to play golf and tennis? That’s easy . . . it’s fun! It is all about having fun... pleasure is very motivating. We all seek some pleasure in life. It’s what keeps us going. And, for those pursuits that we enjoy, we are never too tired; we always seem to find time and energy for them. It comes to us easily. If only we could find that kind of relaxed energy for work.

What is it that you can’t wait to do everyday? Is it a hobby? A sport? Sigmund Freud described that driving creative spirit as the *Pleasure Principle*. But, he also spoke of a contrasting principle that existed to put the brakes on our desire called the *Death Instinct*. Thankfully that theory has been disproved, however, it’s still very true that “all work and no play make Jack a dull boy.” Not only dull. Where happiness is absent—health is often absent too.

I look forward to work every day. I have clearly followed the advice of my father who encouraged me to find a job I enjoyed so that I would never “work” a day in my life. In her book *Do What You Love, The Money Will Follow: Discovering Your Right Livelihood*, Marsha Sinetar tells us to do the same thing. But, what should you do if you’re not happy in your work? Make changes! That may be easier said than done. So, if you can’t change your job, then change your work environment.

It’s a well known fact that employees who enjoy their work are more productive. This is so true that people frequently turn down better paying jobs to stay with one that is fun. There are many ways to make your workplace more fun. Authors Dave Hemsath and Leslie Yerkes in their book offer us *301 Ways to Have Fun at Work*. Every company is different so it will be up to you to discover what you can do to make your place of business more fun. But, if you want to motivate your staff—I always say, “Give them something to laugh about!”

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.

continuing education classes

Lean Enterprise Workshop Series

7 Fridays, March 13 – May 1, 2009

8:30am – 12:30pm

DeVry University, St. Louis Park

Members – \$1080, Non-members – \$1,185

Register online at www.apicstc.org or at 952/941-7305 by the deadline on March 5, 2009. Earn 28 Certification Maintenance Points for attendance at this event!

Theory of Constraints Workshop—Performance Measures

Thursday, April 9, 2009

12:30pm – 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!

Theory of Constraints Workshop—Supply Chain

Thursday, May 14, 2009

12:30pm – 4:30pm

Shoreview Community Center

Members – \$195, Non-members – \$300

Register online at www.apicstc.org by Tuesday, April 28th. A \$30 late fee will be applied to registrations received between April 29th and May 6th. Earn 4 Certification Maintenance Points for attendance at this event!

Global Sourcing Workshops

4 Wednesdays, May 6th – May 27th, 2009

5:00pm – 9:00pm

Maple Grove Community Center

Members – \$525, Non-members – \$675

Register online at www.apicstc.org by Friday, April 17th. A \$30 late fee will be applied to registrations received between April 20th and April 27th. Earn 16 Certification Maintenance Points for attendance at this event!

Introduction to Enterprise Resource Planning (ERP)

2 Days – Thursday, June 11th and

Friday, June 12th, 2009

8:00am – 5:00pm

DeVry University, St. Louis Park

Members – \$375, Non-members – \$480

Register online at www.apicstc.org by Tuesday, May 26th. A \$30 late fee will be applied to registrations received between May 27th and June 3rd. Earn 16 Certification Maintenance Points for attendance at this event!

apics spring seminar friday, april 24

motivating employees in today's economy

HIGHLIGHTS:

Money as a motivator—THINK AGAIN!

What's the #1 reason why employees leave organizations?

Why do Boomers, Xers, Nexters detest a helicopter leader?

Employees do not resist change, nearly as much as . . . ?

What are the consequences of training employees using the sink or swim method?

What is the #1 way to recognize an employee?

What is the #1 complaint employees have of their boss?

What is the real F-word of the management profession?

What is the #1 question on the mind of employees when driving home?

Plus much, much more . . .

NEWS FLASH:

These motivational methods do not cost any money and fall under a leader's control!

WHO SHOULD ATTEND?

People directly engaged in managing, planning, executing or measuring production operations including:

- CEO's, CFO's and COO's
- Production Planners
- Purchasing and Supply Chain Managers
- Material Managers
- Buyers and Manufacturers

WHY SHOULD YOU ATTEND?

Leaders have the power to help employees feel good when they come to work, but they also have that same power to make them feel absolutely miserable. Learn practical methods to help leaders improve the productivity and morale of their employees.

ABOUT THE SPEAKER:



Learn from the best! John Graci has had extensive experience helping leads, supervisors, managers and directors increase the productivity of their employees. Thousands of organizations from 31 states across the country have trusted Employers Association instructors to build the skill level of their leadership personnel.

John Graci addresses thousands of men and women each year on the subject of motivation and professional development. He brings real life examples to his audiences. His distinctive approach to everyday situations involving employee/boss relationships will have attendees wondering why they have been doing things the hard way all these years. John's ability to produce "Ah Ha" moments will instantly create an environment where leaders will be open to change, thus more receptive to taking on the skills they need to be effective in their position. John received his bachelor's degree in Speech Communication and Minor in Journalism from the University of Wisconsin River Falls. As Director of Leadership and Training, John currently is providing guidance to Employers Association's Leadership training team. John has extensive management experience in the manufacturing and service industries conducting training and delivering keynote addresses for events from Fortune 500 companies to small business owners.

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). Congratulations on your outstanding achievement!

Ryan Dopson, CPIM Johnson & Johnson

Matt Magon, CPIM SurModics

welcome new members!

Tom Blanck Adalis Corporation

Benjamin Buckhahn

Bryce Buckles Andersen Corporation

Ming Cheng Cummins Power Generation

Timothy Connelly

Bruce Dickerson The Bergquist Company

Ted Haaf University of Minnesota

Clark Hagemeyer Lund Food Holdings Inc

Hala Hanna Carl Zeiss IMT Corp

Wendy Helmick General Mills

Chad Juenke Epicor Software Corporation

Kevin Kaliher RAO Manufacturing

Oliver Lederer Four51, Inc.

Margo Minich Best Brands Corp

Mel Owen

James Palmer

Renee Raether

Kurt Rasmussen Andersen Corporation

Peter Sabat Carl Zeiss IMT Corp

Eric Tomsich Emerson Control Techniques

Monica Walior Avnet

Steven Wickstrom, CPIM

David Wirth

Barbara Zielske

new!

apics announces summer session for cpim certification review classes

Due to popular demand, the Twin Cities Chapter has opened up a Summer Session of CPIM Certification Review Classes.

There will be 2 sessions and classes will begin in May. Watch for announcements and the detailed schedule to be posted soon on the website at www.apicstc.org and in your email!

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!

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.



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Michelle Oquendo '08
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apics tad

TERMINOLOGY, ACRONYMS, & DEFINITIONS

C cost of sales— The total cost attached (allocated) to units of finished product delivered to customers during the period.

cultural environment— The sociocultural factors of the organization's external environment. It includes values, work ethics, education, religion, and consumer and ecological factors.

W waste— 1) Any activity that does not add value to the good or service in the eyes of the consumer. 2) A by-product of a process or task with unique characteristics requiring special management control. Waste production can usually be planned and somewhat controlled. Scrap is typically not planned and may result from the same production run as waste.

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.

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	
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

