



# The Sahuaros



Phoenix Chapter #58

June 2004

## Professional Development Meeting

### “A Practitioner’s Guide to a Lean Implementation”

Presented by  
Robert Lundeen, Honeywell

June 24, 2004

Doubletree Hotel  
320 N. 44th Street  
(44th St. and Van Buren)  
Phoenix, AZ 85008-6573  
Tel: 602.225.0500 *for directions*

#### Agenda

Registration: 5:30 - 6:00 pm  
Networking: 5:30 - 6:00 pm  
Dinner: 6:00 pm  
Dessert/Break: 6:45 - 7:00 p.m.  
Monthly Meeting: 7:00 - 7:15  
Technical Program: 7:15 pm  
Close of Meeting: 8:15 p.m.

#### Cost

Pre-Registered Members: \$20  
Pre-Registered Students with ID: \$10  
All Non-members & Walk-ins or  
Late Registrations: \$30

\*\*\*\* APICS Policy \*\*\*\*

**No Shows will be Billed**

Register online at:  
<http://www.apicsphoenix.org/pdm.html>  
For your convenience,  
APICS accepts:



## ~ JUNE PDM: A PRACTITIONER’S GUIDE TO A LEAN IMPLEMENTATION

The June Professional Development meeting highlights speaker Robert Lundeen on a discussion of the intricacies of a Lean implementation.

#### Overview

This presentation will cover Flow Kaizen, which includes Value Stream Mapping, Product Process Mapping, Visual Controls, 5S, and development of business Key Performance Indicators (KPI). The presentation will step through an overall Lean Implementation documenting the AS-IS flow map and the creation of a future state map that contains performance measurements linked to Key Performance Indicators. These improvements will create flow linearity, which will transition the business to the elimination of process waste, and reduced scrap, rework, and overtime.

**NOTE DATE CHANGE:  
June 24, 2004**

#### About the Speaker

Mr. Lundeen has been employed with Honeywell 18 years in Material, Inventory and Production planning. He is CPIM certified and earned an MBA from the University of Phoenix in 1996. He is a Honeywell Six Sigma expert and is a Lean and Green Belt certified instructor.

For online registration and additional PDM information, visit :

**[www.apicsphoenix.org](http://www.apicsphoenix.org)**

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## ~ BECOME A VOICE OF THE CUSTOMER

~ by Dave Krause, Executive Vice President

I have just returned from the Region XI and XII meeting. One of the pillars that our national BOD wants to promote actively this year is to listen to the VOC (voice of the customer). You may ask, who is APICS's customer? The obvious answer is: YOU ARE. Every member is a customer to national, region, and our chapter.

The question I propose to you is: Why do most of our customers have laryngitis? I can only remember three or four comments at a PDM and have not received any emails from anyone in the membership of four hundred ninety plus members!

Does everyone remember the last quarter of MRP II? It is the feedback loop. We (meaning chapter, region, and society) need to hear from you what needs to be improved, kept, or removed from the chapter's activities. This is what your board needs to change to become successful. I am inviting our members and non-members (why aren't you a member?) to become a VOC. Let your board know what you like, what you hate, a topic you would like to see at a PDM or on a workshop. What topic, do you, as a member have as a passion to expand your knowledge base? Chances are, based on the history of the response rate, you'll get your wish.

Are you looking for a new position? Do you have a position available and need a qualified candidate? LET US KNOW! Our resume bank is a free service to our members. Job opening postings are published free of charge to corporate members and companies of members on our web site. Let your HR departments know we are a free resource of the professionals within the valley.

Tired of dinner meetings? Let us know what you would like: a panel discussion, debate, or a more social networking session (spelled: golf outing or ball game)? If you would like a plant tour, let us know which plants you would like to tour.

**BECOME A VOICE OF THE CUSTOMER.**

**GET MORE RETURN ON YOUR MEMBERSHIP  
DOLLAR!**

**~ APICS Phoenix Chapter #58  
Vision & Mission Statement ~**

*“Success Through Lifelong Learning”*

**Society Mission Statement:**

*“APICS will continue to set the standard as a recognized global leader and premier provider of resource management, education, and information for individuals and organizations.”*

**Chapter Vision Statement:**

*“The Phoenix Chapter of APICS will be recognized as the foremost professional provider of knowledge and education for resource management within the Chapter’s area of influence by both its internal (members) and external (manufacturing and service industry) customers by enhancing their life long learning options.*

**Chapter Mission Statement:**

- *Provide a forum for individuals to achieve professionalism in the integrated resource management field.*
- *Provide vehicles to increase awareness of the national and local capabilities of APICS as a global educational leader across the Phoenix Chapter’s area of influence.*
- *Provide synergistic support for the Phoenix APICS Chapter’s vision by creating alliances between the Chapter and community leadership and other professional organizations.*
- *Ensure that Chapter member volunteers are recognized, appreciated, and rewarded for efforts in support of meeting Chapter objectives.*

**For more information on APICS,  
visit the following websites:**

Phoenix Chapter: [www.apicsphoenix.org](http://www.apicsphoenix.org)

Tucson Chapter: [www.apics-tucson.org](http://www.apics-tucson.org)

Region VII: [www.apics7.org](http://www.apics7.org)

Society: [www.apics.org](http://www.apics.org)

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**VACANT**

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**Director, Membership**

**VACANT**

**Director, Programs**

**Director, Hotel Bookings—Rita Sanchez**

623.435.5550

**Open Director Positions:**

**Director, Class Scheduling**

**Director, Company Coordinators**

**Director, Class Administration**

**Company Coordinator**

**Director, Education Materials**

**Director, Membership Updates**

**Director, Speaker Bookings**

**Director, PDM Registration**

**Director, PDM Photographer**

**Director, Staff Liaison & Communication**

**Director, Target Markets**

**Director, Liaison to Other Professional**

**Societies**

**Director, Recruiting**

**Director, Student Chapter Liaison**

To obtain information or volunteer for any of the above Director or Company Coordinator positions, sign up on our website at:

<http://www.apicsphoenix.org/volunteer.html>  
**(RESOURCES tab on home page)**

## ~ What Does It Take ~ *By Dave Johnson, CPIM, VP of Administration*

In the May/June 2004 edition of the *Supply Chain Management Review*, David MacEachern, who leads the supply chain management efforts for Spencer Stuart, a global executive search firm, wrote an article entitled “5 Traits of Successful Chain Pros.” You may well ask “What does that have to do with me?” – I’ll never be approached by an executive search firm. I probably won’t either, but the sub-title; “Do You Have What It Takes To Succeed?” is certainly something which should interest all of us. Why? – because it is the sort of thinking, which will make us a more valuable resource to the organizations and the customers we serve. It doesn’t make any difference, it seems to me, whether one works in a large or small corporation, a one-person consulting business, an educational environment, or a professional society – the traits MacEachern describes may well be what differentiates one “supply chain pro” from the rest of the pack. As he points out, “—a typical company’s supply-chain related costs can represent more than 70% of the revenue and 50% of the assets”; thus, the risk of mismanagement of the supply chain can be fatal.

In preparing his article, MacEachern interviewed a number of key senior supply chain executives, all of whom agreed on two points: 1) “there is no ideal career path to becoming a supply chain leader “ and 2) “successful supply chain executives must possess a broader skill set than ever before.” I would make a case that everyone in the supply chain is an “executive” at some level – if I don’t do my part, you can’t do yours. So if I exhibit the 5 traits of success appropriate for my position, I’m a far better contributor than someone doesn’t have a notion of how the supply chain “works.” The five traits outlined are: **leadership, global perspective, business acumen, strategic thinking, and technology savvy.** Lets take a brief look at what each of these might mean to our success.

**Leadership** is viewed as the primary trait a supply chain pro must exhibit. This means that the pro must be out in front and visible – playing behind-the-scenes will no longer work. MacEachern notes that “Knowing how to effectively use human resources in driving supply chain change is the hallmark of a successful leader.” Supply chain management is, in large part, an exercise in introducing and managing change and it is crucial that we all understand how to effectively direct this business transformation. The goal is to surround yourself with a team of dedicated individuals who will one day succeed you as you move upward and onward. So the leader must be coach, team builder, communicator, visionary, cheerleader, delegator, and motivator and be constantly striving to play each of these roles to perfection – no mean task. You know that I could go on for pages about the impact of leadership, but we need to move along.

**Global Perspective** is the ability to manage the rapidly expanding relationships across borders, cultures, languages, etc, while not losing sight of the traditional relationships. This takes an ability to “see” beyond what worked before, acting with agility to meet tomorrow’s challenges, and being adaptable enough to make rapid mid-course corrections. Gene Tyndall, veteran consultant and recognized thought leader in the field, says, “ Take time to listen and ask the right questions – this is your opportunity to truly understand international cultures.” Operating comfortably and confidently across boundaries and time zones with a sense of purpose may be the key to success in exercising this important trait.

**Strong Business Acumen** is a trait which relies on the more traditional view of operations. It entails a broad, strategic, big-picture view of the business (and environment) coupled with the ability to manage the detail (tactical) level when necessary. What all this really means is that one must understand how the business functions, have broad experience, and be able to fit that expertise into

the more wide-ranging supply chain model. Finally, this means that one can develop a set of meaningful performance measurements as they apply to the supply chain – all tied to a overarching sense of customer service and alliance/partnership management. This task is already getting overwhelming and we're only on the third trait.

**Strategic Thinking** is the ability to see beyond what is working today and moving to position oneself and one's organization for the future. This entails balancing all the components of the supply chain, customers, suppliers, costs, internal processes, logistics, and current and future thought to better position your organization to compete and excel. Interestingly, MacEachern points out that one need not be here alone; it may make sense to bring in consultants and other outside influences to expand your vision of which path or paths might be the most effective means to the end.

**Technology Savvy** does not mean that one must become a "technophile" but it does mean that the supply chain pro must understand the importance of technology and how it enables the supply chain. Having said that, technology will not overcome poorly designed processes – form still follows function. Figure out what the process should be, then determine how technology might enhance/enable performance. This suggests that the supply chain pro knows enough about technology (or knows what questions to ask) to maximize the power that technology can bring to the supply chain.

As an aside, there is an interesting sidebar concerning where Spencer Stuart suggests looking for supply chain talent. There are traditional and non-traditional places both internal and external to the organization. External talent might be found in industry trailblazers, logistics and transportation companies, consulting firms, and competitors. Internal sources are general management executives and individuals advanced thru internal development – that's us!

The article made for interesting reading and I came away thinking that, if I could do all those things well, I'd certainly hire me to be a supply chain contributor. I offer this to you to help, develop some sense of what the pros are looking for in an effective supply chain contributor – that is, one who is a strong, irreplaceable link in the chain. It appears to me that the message is never stop learning, expanding your horizons, opening up your network, and moving outside today's paradigms to make yourself a better-prepared contributor to the supply chain.



## Welcome New Members!

The APICS Board of Directors would like to welcome the following new members for the months of April/May:

Mr. John D. Silvers, CPIM  
 Dr. Jack W. Tobin, Avnet Incorporated  
 Mark J. Miola, Wireless Retail Inc.  
 Ms. Annie B. Nguimzong-Sonna  
 Jim K. Sun, CPIM  
 Mr. Ketan Khowala, Arizona State University  
 Mr. Ravikumar Guruswamy, Arizona State University

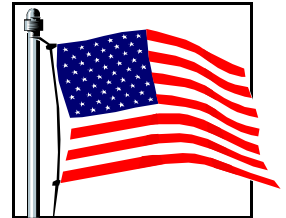
## Chapter Membership Breakdown

*Month Ending: May, 2004*

- Current Membership Total: 453**
- Professional Members: 386
  - Corporate Voting Members: 47  
Corporate Associates (not included in total): 165
  - Retired Members: 1
  - Student Associate Members: 19  
Arizona State University (18) ~ DeVry University: (1)

CPIM Certified (Re-certified) ....174 (73)  
 CFPIM Certified (Re-certified) .....5 (2)  
 CIRM Certified (Re-certified) ..... 12 (4)

**APICS**  
**The Educational Society**  
**for Resource Management**



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**~ Education Schedule ~**

***BOLD indicates Lean Manufacturing or Other One-Day Seminars. All others are CPIM modules.***

***\*\* NOTE CHANGES POSTED — Schedule Subject to Change/Cancellation \*\****

<b>SEMINAR</b>	<b>DATES</b>	<b>TIME</b>	<b>DAY</b>	<b>LOC/Room</b>	<b>REGISTRATION DEADLINE</b>
Detailed Planning and Scheduling	5/17/04 - 6/17/04	6:00 p.m.- 9:00 p.m.	Mon & Thurs	Comtech EF Data — Main Entrance	closed
Basics of Supply Chain Management	7/13/04 - 9/14/04	6:00 p.m.- 9:00 p.m.	Tue	MSS Main Entrance	Jul 03, 2004
Execution and Control of Operations	7/26/04 - 8/24/04	6:00 p.m.- 9:00 p.m.	Mon & Thurs	DeVry—Room TBD	Jul 16, 2004
Strategic Management of Resources	9/20/04 - 10/21/04	6:00 p.m.- 9:00 p.m.	Mon & Thurs	DeVry—Room TBD	Sep 10, 2004
Master Planning of Resources	10/19/04 - 12/14/04	6:00 p.m.- 9:00 p.m.	Tue	MSS Main Entrance	Oct 10, 2004

Class Locations:

- **DeVry** (DeVry University) – 2149 W. Dunlap Ave, Phoenix
- **MSS** (MSS Technologies) – 3202 East Harbour Dr., Suite #1, Phoenix I-10 to University exit, N on University, W on Elwood, located at the SW corner of Elwood and Harbour Drive
- **Parker Hannifin** - 8505 W. McDowell Road, Tolleson, AZ 85383 I-10 to N 83rd Avenue exit, N on 83rd Avenue, W on McDowell Road
- **Scottsdale Marriott Suites Hotel** - Old Town Scottsdale, 7325 East Third Avenue, Scottsdale. Call 480.945.2005 for detailed directions
- **University of Phoenix (UoP), Tempe Campus:** 1150 W. Grove Pkwy., #101, Tempe
- **University of Phoenix (UoP), Chandler Campus:** 2975 W. Linda Lane, Chandler
- **Comtech EF Data** - 2114 W.7th Street, Tempe, AZ 85281

Unless otherwise specified, classes run from 6:00 p.m. – 9:00 p.m., and may include a break.

**To register for any of the above classes, please visit our website at [www.apicsphoenix.org](http://www.apicsphoenix.org) or email us at [info@apicsphoenix.org](mailto:info@apicsphoenix.org) or call the Phoenix Chapter office at 480.813.2154.**