



The Saguaro



September 2002

Professional Development Meeting

“Six Sigma”

Thursday
September 12, 2002

Double Tree Suites
320 N. 44th Street
Phoenix, Arizona

Agenda

5:15-6:00 p.m.	Registration
6:00-6:45 p.m.	Dinner
6:45-7:00 p.m.	Dessert/Break
7:00-7:15 p.m.	Monthly meeting
7:15-8:15 p.m.	Guest Speaker
8:15 p.m.	Close of Meeting

Cost

\$10.00	Students
\$20.00	Pre-Registered Members
\$25.00	Non-Members & Walk-In Members

****APICS Policy ****
No Shows will be Billed

Please reserve by noon
Wednesday, September 10, 2002
by calling 480.496.4331
or e-mail phxapics@saminc.org

For your convenience, APICS accepts



Six Sigma ~ Presented by Sam Tomas, CFPIM, CIRM, C.P.M.

What do Motorola, Honeywell, Microsoft, General Electric and other companies have in common? They all use the six sigma business process to increase profits dramatically by streamlining operations, improving quality and eliminating defects or mistakes in everything a company does, from filling out purchase orders to manufacturing products. This presentation provides an overview of the fundamental concepts of the six sigma approach for improving quality. Topics covered will include the philosophy of six sigma, process variability, normal distribution curves, lost luggage, shirts that don't fit, the tools of six sigma, and strategies for overcoming variation problems.

Sam Tomas had over thirty-five years experience with Motorola in a number of positions including Systems Engineering Manager, Product Manager, Strategic Business Planning Manager, Manager of Market and Distribution, and Material Operations Manager. He is currently an instructor at the University of Phoenix covering Business Management, Materials Management, and the Supply Chain Programs. He is also an editorial board member for APICS the Performance Advantage magazine.

APICS Phoenix Chapter Announces New Web Site Design ~ by Brian Jung – VP of Marketing

I am very excited to announce a September 1st launch date for the new web site design of the APICS Phoenix Chapter – www.apicsphoenix.org. The new look of the APICS Web Site has been designed to be a key communications tool for the Chapter and its members. The revamped look of the site has also been established to communicate the value and professionalism of APICS to non-members.

The new Web Site contains information related to the following:

- ◆ PDM Meeting Information and Schedule
- ◆ APICS Education Course Offerings
- ◆ Announcement of Special Events
- ◆ Direct Access to the APICS National Site for Membership Information
- ◆ Direct Access to the APICS On-Line Bookstore for Resources such as Books, White Papers and Certification Materials
- ◆ Direct Email Access to Contact Phoenix Chapter Board Members and Officers
- ◆ Information Related to Employment Opportunities and Postings through the APICS Membership
- ◆

In This Issue ~

President's Message.....	Page 2
MRP System	Page 3
Difficulties of Forecasting.....	Page 4
Exciting Local Companies	Page 5
Integrity.....	Page 6
Notice to Members	Page 6
New Members	Page 6
Vision Statement	Page 7

Advertisements:

MSS Technologies.....	Page 7
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Continued on page 3

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President's Message ~ by Richard Rouse, CPIM

The APICS Dictionary has been a long standing source of knowledge to us all. I used it heavily when studying for my certification exams. I also use it repeatedly in everyday business to clarify terms with colleagues and clients. The APICS Dictionary stands as a bright point of reference in an often-cloudy world of acronyms and buzzwords, and is the terminology backbone for all leading integrated business information systems.

The APICS Dictionary (currently in its 10th edition) is available for free by request from APICS Society (1.800.444.APIC), or online (www.apics.org) in the Members-Only section. From the website: "APICS welcomes you to the newest member benefit, the *APICS Online Dictionary*. It is now easier than ever to locate a term related to resource management. With the release of the 10th edition of the dictionary, APICS has updated and added the latest terms based on the continually expanding APICS body of knowledge. The *APICS Online Dictionary* offers several search tools to make finding a term and its definition easy and convenient. Click "view a full list of terms", "search by term", "search by letter." or "keyword". You can also search for words that have been added to the 10th edition of the dictionary by selecting A (addition), or words that have been changed by choosing C (change)".

Recently I perused the dictionary to locate and revisit some of my favorite and most powerful entries. Here they are with a few short editorial comments (in italics):

14 Points: W. Edwards Deming's 14 management practices to help companies increase their quality and productivity: (1) create constancy of purpose for improving products and services; (2) adopt the new philosophy; (3) cease dependence on inspection to achieve quality; (4) end the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier; (5) improve constantly and forever every process for planning, production, and service; (6) institute training on the job; (7) adopt and institute leadership; (8) drive out fear; (9) break down barriers between staff areas; (10) eliminate slogans, exhortations, and targets for the workforce; (11) eliminate numerical quotas for the workforce and numerical goals for management; (12) remove barriers that rob people of pride of workmanship and eliminate the annual rating or merit system; (13) institute a vigorous program of education and self-improvement for everyone; and (14) put everybody in the company to work to accomplish the transformation. Syn: Deming's 14 Points.

Dr. Deming's 14 Points are classic, and it is amazing how many companies do not take this good advice. Simply putting these 14 points to work will convert any organization into a competitor, instill employee loyalty, and create a culture where everyone is enthused to get up and go to work each morning.

lean production: A philosophy of production that emphasizes the minimization of the amount of all the resources (including time) used in the various activities of the enterprise. It involves identifying and eliminating non-value-adding activities in design, production, supply chain management, and dealing with the customers. Lean producers employ teams of multiskilled workers at all levels of the organization and use highly flexible, increasingly automated machines to produce volumes of products in potentially enormous variety. It contains a set of principles and practices to reduce cost through the relentless removal of waste and through the simplification of all manufacturing and support processes. Syn: lean, lean manufacturing.

We are all keen to be lean! Lean practices involve the systematic identification and elimination of waste in all enterprise areas, and continuous flow and demand-pull, to improve throughput and eliminate work-in-process. Lean production systems increase
Continued on page 3

President's Message ~ Continued from page 2

productivity, profitability and competitiveness. The Society of Automotive Engineers has published standards SAE J4000 (Identification and Measurement of Best Practice in Implementation of Lean Operation) and SAE J4001 (Implementation of Lean Operation User Manual). J4000 covers six lean implementation areas: management/trust, people, information, supplier/organization/customer chain, product and process/flow. It also lists 52 components that provide measurable points of reference for successful lean implementation.

six-sigma quality: A term used generally to indicate that a process is well controlled, i.e., tolerance limits are ± 6 sigma from the centerline in a control chart. The term is usually associated with Motorola, which named one of its key operational initiatives Six-Sigma Quality.

Six Sigma is still hot, and mates nicely with the Lean initiatives mentioned above. Both Six Sigma and Lean have in common quality at the source, elimination of waste, and improved processes, products and services driven by the customer. Six Sigma programs emphasize education and training, ownership, responsibility, and objective measurement. The same holds true for Lean. If defects are getting in our way of becoming world-class, then six-sigma is the way to drive the defects down to truly next to nothing.

supply chain: The global network used to deliver products and services from raw materials to end customers through an engineered flow of information, physical distribution, and cash. The community is the set of trading partners and nominal trading partners that define a complete supply chain. The design is determination of how to structure a supply chain. Design decisions include the selection of partners, the location and capacity of warehouse and production facilities, the products, the modes of transportation, and supporting information systems. Planning involves the determination of a set of policies and procedures that govern the operation of a supply chain. Planning includes the determination of marketing channels, promotions, respective quantities and timing, inventory and replenishment policies, and production policies. Planning establishes the parameters within which the supply chain will operate. Execution involves execution-oriented software applications for effective procurement and supply of goods and services across a supply chain. It includes manufacturing, warehouse, and transportation execution systems, and systems providing visibility across the supply chain. Supply Chain Management has to do with the design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand, and measuring performance globally.

With effective management of the supply chain in a culture representative of Dr. Deming's 14 Points, and emphasis on lean production and six-sigma quality, we cannot lose. It is time we view ourselves as world contributors from world-class organizations with representation from peoples all over the world. Implementing these powerful practices in our organizations will break down barriers and make the world a better place for us all to live.

New Web Site Design ~ Continued from page 1

In addition, starting in October, the Phoenix APICS Chapter Monthly Newsletter, the Sahuaro, will be available for viewing and printing on-line through the new web site. You will also be able to access past editions of the Sahuaro through the new Site.

This first phase of the Web redesign was a focus on updating content and portraying the professional image of the APICS Phoenix Chapter. We will be looking at adding additional functionality to the site over time. That additional functionality could include the ability to register for PDMs or Educational Classes using the Web Site. If you have any additional thoughts on the web site please feel free to send me your comments via email at bjung@msstech.com.

Please let your fellow members know about the new web site and bookmark the new URL, www.apicsphoenix.org, so you can continually reference the updated content.

Give your MRP system a quick tune-up! ~ by Mark Aguilar, CPIM, V.P. Education

When was the last time your material leadtimes were reviewed? These material master settings are often overlooked and may be out of date or unrealistic. At some point in the past, these settings were loaded and as business situations change the settings should be reviewed regularly to see if they reflect reality.

"Leadtimes" control the system-generated dates for the MRP run. If they are not realistic, the system-generated messages will always require additional manipulation and give an unrealistic picture of the planning situation. The accuracy of these settings is also critical to implement many of the new ERP functionalities such as automatic PO creation and Available-To-Promise information for your customers.

Material leadtimes in the material master should reflect demonstrated leadtime. Many times these settings are set up as worst case or best-case scenarios. Some ERP programs such as SAP, can use replenishment leadtime to give the customer an expected delivery date when a PO does not exist within the replenishment leadtime. If the leadtimes represent the worst case scenario, the date given to the customer may not be acceptable and the customer may decide to buy from one of your competitors. On the other hand, if they reflect a best-case scenario, customers may be given an unrealistic availability date and they may lose confidence in your ability to meet the estimated shipping dates.

On a separate note – The Fundamentals of Inventory Control course starts September 18th. This is a great course that can promote many new ideas and process improvements.

The Difficulties of Forecasting Technology's Future and Five Rules for Prognostication ~ by Bruce Howell, CPIM

As far back as 2500 BC, the people of China valued the predictions made by ancient oracle priests who told the future by interpreting the cracks in broken bones. The predictions were held in such high regard by local governments that disagreement could be considered treason. Four millennia later, we still honor and reward those who correctly speculate on the future of markets, sporting events, and technology. Correct predictions and the courage to act on them brings high personal and financial rewards; so high in fact that the rewards from getting it right just once are large enough to far out-weigh the risks of getting it wrong many times over. The human desire to understand the outcome of events before they happen is so great we often ignore the motivations of the predictor and sometimes even put aside common sense.

Most of us view predictions of technology's future with skepticism. Predictions often fail to come true or are thinly veiled attempts to influence consumer or political behavior. Early proponents of nuclear energy promised electric power that would be "Too cheap to meter." Early in the "Space Race," experts predicted spinning space stations would use centripetal force to simulate gravity but failed to consider that micro gravity would become one of space's greatest scientific attractions. Marketing predictions for the once bankrupt Iridium satellite phone system ignored forecasts that low-cost cellular telephone access would become ubiquitous by the time the satellite network was ready for service. Weren't we all suppose to live in geodesic domes by now, and who believes that the FCC will force us to throw out working televisions in 2006 when conventional analog broadcasts are forced off the air in favor of High Definition Television programming?

In the absence of better methods to predict the future, analysts cling to suspect models years after having been proven wrong. Early in the microelectronics era, integrated circuit transistors were visible with the naked eye. Today, scientists measure the width of the electronic interconnections in atoms. In 1965, Gordon Moore observed that the transistor density on integrated circuits was doubling every eighteen months. The still widely quoted "Moore's Law" predicts this trend would continue into the foreseeable future. In the following decades the density doubling pace slowed to once every 24 months by the 1980s and once every 30 months by the 1990s. In an effort to keep the Intel co-founder's observation relevant, the definition of "Moore's Law" was changed to apply to the more slippery "data density" metric which some experts claim continues the eighteen-month doubling trend.

Advances in financial models further illustrate the complexities of predicting markets. Modern economic theory now hinges upon a model supporting the concept of "increasing

returns" where key players gain leading market positions as the result of small and sometimes random events at critical moments in history. This model, championed by the Santa Fe Institute's Brian Arthur among others, shares ideas with modern non-linear physics and discards the notion of checks and balances that self-regulate the free market. Market share is not guaranteed and the best technology does not always win. The notion of "increasing returns" is gaining acceptance by mainstream economists and explains the "lock-in" of inferior products regardless of the merits of alternative technologies. Products such as the QWERTY keyboard and the VHS videocassette format support this model.

Striking Out on Your Own

We all try to take a guess at what the future has in store when making key life choices. Should I invest in the stock market now? Which stocks? Mutual fund managers constantly search for good companies having above average potential, but yet just a small fraction of all managed funds ever beat the market indexes. In a November 30, 1998 Forbes article, Robert X. Cringely, best selling author and creator of the PBS-documentaries "Triumph of the Nerds" and "Nerds 2.01: A Brief History of the Internet" offered the following five rules for prognostication:

1. **"We tend to overestimate change in the short term."** Change is inevitable and many of us can see the big changes on the horizon, but we often expect them before they actually arrive. This phenomenon causes us to rally behind the big changes too early and cash out before they peak. We forget that big changes frequently require capital investment, alteration of political policy, and most importantly, modifications to human behavior. Bob Taylor, the Defense Advanced Research Projects Agency (DARPA) official who commissioned the Arpanet project in 1966, foresaw a nation-wide computer network much like today's Internet, but expected it would be in place by 1980.
2. **"We tend to underestimate change in the long term."** When change finally arrives, it often extends into places never expected and looks much different than predicted. Experts foresaw personal computers years before they arrived, but few expected them to erode mainframe market share. Sun Microsystems preached "the network is the computer" for years, but their best analysts never could have predicted Napster's success based upon the distribution of other people's property using computers Napster never owned. How would they get individuals to link their copyrighted music into the collective for Napster gain? People would volunteer of course!
3. **"The more specific a prediction, the less likely it is to be correct."** It is much easier to predict a particular sports team will have a winning season than to correctly guess the outcomes of individual games. Broad trends are much easier to recognize and understand than specific predictions.

Continued on page 5

Difficulties of Forecasting ~ Continued from page 4

Most of us accept that computer games continue to drive demand for faster personal computers, but we are skeptical when told the popularity of a specific new X-Box game will drive up the price of Intel stock. This is not to say we should ignore the unnamed specifics. Corporations protect their market share by thinking they know their competition, but it is the unknown enemy that is most likely Goliath's David. In the mid-90's, Microsoft expected their continued dominance of the computer desktop depended upon modeling their newest operating system on the look and feel of the Macintosh. Their single-minded focus on attacking the enemy they understood almost caused them to miss the Internet explosion.

4. **“Past performance is a predictor of future results, but not a good one.”** It is natural to assume that the trends of the future will look a lot like trends of the present. Computers will get faster, the planet is going to get more populated, and human activity will probably continue to contribute to global warming. Unfortunately, our picture of the future is always mounted in the frame of the present. Predictions of innovation seldom include changes in social behavior that accompany the new technology. The freight hauling capacity of the railroads is considered the single largest enabler of the American industrial revolution of the mid-1800s. Railways allowed manufactures to take advantage of unprecedented economies-of-scale by extending distribution networks to almost anywhere in the country. Ironically, the first railroads were never designed to carry cargo, only passengers.
5. **The most reliable predictions are those that follow established trends.** Expecting medicine to discover cures for all diseases is ridiculous but predicting a vaccination for the HIV virus is plausible. At the turn of the last century, industries first began using corporate research to systematically advance technology and keep the competition at perpetual disadvantages. Today, we often hear romantic stories of the successful garage start-up that launches an entire industry, but seldom hear about the amount of disciplined research required to keep companies at the top of their game. Intel understands this commitment and invests nearly ten percent of sales into research. Virtually all of Intel's sales come from products developed in the past three years.

Near the end of each year in his PBS on-line column, Robert X. Cringely makes predictions about the technology industry for the upcoming year and then reviews each of his predictions made the previous year. Remembering his extensive insider's knowledge and that he had the luxury of writing both the questions and the answers, it might surprise us that he gets only about 70 percent correct year after year. This demonstrates even with some good guidelines, it is very difficult to predict the outcome of technology. Perhaps the best advice to offer about predicting the future is stated in the introduction to Cringely's 1998 Forbes ASAP article where he states "Experience suggests we'd be much wiser to predict not what the future will be like, but what the future won't be like."

Exciting Local Companies ~ by Dick Engel

Recently I had the good fortune to learn of two intriguing, locally owned and operated, small technology businesses. First, is Edgeos, Inc., Chandler, AZ, www.edgeos.com. The founder, owner and President is Jay Jacobson who also launched OpNix, a telecommunications optimizer, in recent years. Interestingly, Edgeos will launch a hacker attack on your internet connections, and for this, you pay them! But, the good news is that you receive a report of your vulnerabilities, or lack thereof, without any damage or loss of data. Once you know this, of course, you can make corrections proactively. Their product is "EdgeSecure - a powerful and thorough network security analysis service that is affordable, detailed, and has a user-friendly web-based interface. EdgeSecure is updated daily and can remotely test your network for over 1025 security threats, vulnerabilities, and exploits. EdgeSecure is proven effective to quickly determine the quality of security for servers, desktops, firewalls, routers, switches, and just about any other device with an IP address. Customers then receive a detailed security analysis report providing a "hacker's eye view" of their network including suggestions for how to fix any problems found." Go to www.edgeos.com and take a look around. Occasionally, they offer a free analysis.

NOVAHEAD, Inc., Phoenix, AZ, www.novahead.com develops innovative software that delivers live bi-directional data to any wireless device or computer. Tom Sweeney, Chairman and CEO, started with the idea of joining people with their data. After working for several companies whose database solutions were either proprietary, ineffectual, or both, the founders developed a solution that would allow any data to be delivered to any device in real-time. Deliver information anywhere to mobile devices. By separating data, business logic, and presentation Novahead's out of the box software enables virtually any mobile device. The core product, **Xponential** drives information to PDA (Personal Data Assistants). Using XML, XSL, XSL-FO, and open standards initiatives, **Xponential** can be extended to share enterprise information wirelessly. Built in Server intelligence allows organizations to utilize desktops and laptops in addition to mobile computers. Implementing forward looking security, Novahead provides multiple layers of security for business applications. Data security is applied at an application, service, user, and data level. Combined with SSL (Secure SocketLayers) and SSH (Secure Shell) security is a top concern.

Watch these two companies. Each is destined to add value to the valley with their innovative products.

Integrity –The Leader’s Anchor ~

by Dave Johnson, CPIM, VP-Administration

Writing in the July 2002 edition of “Executive Excellence”, William Cohen PhD, a retired Major General USAFR and author, writes that “the importance of maintaining integrity by doing the right thing – cannot be overemphasized”. Cohen contends that leading successfully can be boiled down to eight principles: 1) maintain absolute integrity, 2) know your stuff, 3) declare your expectations, 4) show uncommon commitment, 5) expect positive results, 6) take care of your people, 7) put duty before self, and 8) get out in front. He says that he distilled these principles by studying leaders in combat, which he describes as the “worse case” condition of high risk, great uncertainty, and terrible hardship.

It seems to me that all the other principles are moot if the leader is not perceived to be a person of integrity. People simply will not follow an individual they do not trust or one they do not feel understands the situation and will make decisions from a position of knowledge tempered with integrity. The principles are true of any endeavor, professional or personal, military or civilian, large organization or small, for-profit or not-for-profit (volunteer) organization. If what you say and do does not reflect the image of a trustworthy, confident, and honorable person, you will, in all probability, end up leading yourself and you’ll find that even you don’t trust your leader. Does this mean that one can never be unsure, never make a mistake, or never take a risk involving one’s followers? Absolutely not! What it does mean is that the leader will have the integrity to admit when he or she is wrong, apologize when that is appropriate, and face the same risks as the followers are asked to face.

You may ask what this has to do with APICS as a Society or the Phoenix Chapter, in particular. Well it seems to me, that we all must exhibit the principles indicated above and do it with integrity and forthrightness, if we are to be the success we all believe we can be. You have a right to expect the Chapter leadership to deal honestly with you and we, the leadership, have a right to expect honest, timely input from you, the membership.

In his article, William Cohen quotes General Ron Fogleman, USAF Chief of Staff, who said, “We earn and sustain respect and trust because of the integrity and self-discipline we demonstrate. Officers (read all of us) strive to develop forthright integrity – doing the right thing in their professional and private lives – and have the courage to take responsibility for their choices.” If we all anchor our actions and interactions to integrity and interest in the well being of the other person and the organization, we can all be successful leaders and/or followers at whatever level and in whatever situation we find ourselves.

Notice to APICS Members

Since 1997, the price to you for Professional Development meetings has been \$17.00 for pre-registered members and \$20.00 for members not pre-registered as well as non-members. Several years ago Doubletree increased their cost of APICS dinners to \$19.00, and the chapter has been subsidizing the difference. We have reached the point where we must pass on some of the costs associated with PDM’s as each month we incur several hundred dollars in expenses not recovered. Commencing with the July 2002 meeting the prices will be \$20.00 for pre-registered members and \$25.00 for members not pre-registered as well as non-members. Full-time college students remain at \$10.00. Your volunteer BOD continues to work extra hours to provide you with excellent added value for your careers.

Advertising, Job Postings, Article Submissions, Etc.

Please have ready by the 10th of each month. Contact the chapter office for further details at 480.496.4331 or via e-mail at phxapics@saminc.org.



APICS Phoenix Chapter 58 Welcomes New Members

Debra M. Hartman, CPIM
Julio E. Lopez—Intel Coproration
James R. Domschke—NEX Computing Solutions, Inc.

Member Breakdown

Regular..... 468
Student 13
Corporate 65

Total Membership for May: 546

Chapter Certifications

CFPIM 4
CPIM 197
CIRM 13

We like to send reminder notices via email, if you are not receiving these notices and have an email address, please inform the APICS office at phxapics@saminc.org

Resume Bank

MEMBERS:

Remember, if you are a current member of the Phoenix Chapter and are looking for employment, you can submit your resume to the APICS office for review by potential employers.

EMPLOYERS:

If you are looking for qualified employees, please contact the APICS office at 480.496.4331 or phxapics@saminc.org to review resumes on file.

For more information on APICS, visit the following websites:

Phoenix Chapter: www.apics7.org/phoenix/

Region VII: www.apics7.org

Society: www.apics.org

~ APICS Phoenix Chapter's Vision & Mission Statement ~

APICS

Vision Statement

"Success Through Lifelong Learning"

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."

Phoenix Chapter #58

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."

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 contact **Rob Ryan**
at **602-387-2102** or rryan@msstech.com

JD Edwards Advanced Planning & Supply Chain Management

JD Edwards Advanced Planning Solution facilitates virtual supply networks by enabling collaborative planning through:

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**Calendar
 of Events**

October
**Excess Inventory
 Reduction tactics
 with Gary Gossard**

~ Educational Schedule ~

BOLD indicates new Fundamentals courses, all others are CPIM modules
Schedule Subject to Change/Cancellation

Class	Start	End	Day	Classes	Location
Fundamentals of Inventory Control	09/18/02	11/20/02	Wednesday	10 weeks	DeVry
Basics of Supply Chain Management	10/15/02	12/17/02	Tuesday	10 weeks	U of P
Execution & Control of Operations	10/17/02	12/12/02	Thursday	9 weeks	DeVry
Fundamentals of Operations Management	01/22/03	03/26/03	Wednesday	10 weeks	DeVry
Master Planning of Resources	01/21/03	03/11/03	Tuesday	8 weeks	U of P
Strategic Management of Resources	01/23/03	03/20/03	Thursday	9 weeks	DeVry
Detailed Scheduling and Planning	04/08/03	6/03/03	Tuesday	9 weeks	U of P
Basics of Supply Chain Management	04/10/03	06/12/03	Thursday	10 weeks	DeVry
Fundamentals of Manufacturing Control	04/09/03	06/11/03	Wednesday	10 weeks	DeVry

Class Locations:

DeVry University – 2149 W. Dunlap Ave, Phoenix
 U of P (University of Phoenix) – 1150 West Grove Parkway, #101-Tempe - I-10 to Elliot, E to Priest, N to West Grove Parkway
 ALL classes 6:00 p.m. – 9:00 p.m.