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Message from the President

Sold out!

Our 2007 / 2008 events season took off with a bang as Curtis Roberts joined us to profile how concepts like Lean Thinking and Enterprise Resources Planning (ERP), which are commonly thought to be as compatible as oil and water, can be brought together and used successfully by organizations looking to get the best of both worlds.

We had a total sellout of the seats we reserved with the caterer and had to turn a few people away on the day of the session who expressed interest but had not signed up soon enough for us to be able to accommodate them. Just a reminder that we do have to “sign a contract” with our supplier a few days prior to the event and if you are interested in attending we need to know by the Monday prior to the event at the latest.

It was great to see such a range of people in attendance. There were several “first time” students from BCIT with us, members from our newest Corporate Member IMW Industries, our newest individual professional member, several very familiar faces who have been to many events and even one or two who we have not seen for quite a while. We even had a mystery guest join us from the wilds of retirement as a former BCIT Operations Management Instructor dropped in to “check us out”(feel free to stop by anytime GM, we will always have a seat for you).

Not everything always goes as well as hoped. We experienced this with our CPIM course offerings at the UCFV campus in Abbotsford. Unfortunately enrollment levels were lower than needed in order to run the courses and both the Basics and Master Planning courses did not run. The next offering for these will be in January, again with UCFV, so if you are interested in attending either of those courses, please make sure to keep your eyes on our newsletter and then register early so that we can get enough bodies in the classroom to allow these courses to run.

We hope to see you at our October event as Steve Jackson, one of North America’s leading Theory of Constraints experts, will be our guest speaker.

Remember – sign up early to make sure you have a reserved seat!

Richard Ranftl (CPIM)
President – APICS Fraser Valley Chapter



Dinner Meetings and Workshops

We normally hold our meetings on Wednesday evenings, but do move this from time to time to accommodate the schedule of our guest speakers. The following events are “firm planned” more events will be added to the schedule as they are confirmed

Scheduled Upcoming events:

| Date | Event | Presentation | Speaker |
|--------------------------|-------------------|---|-----------------------|
| Wednesday October 24 | Dinner Meeting | Bringing TOC and Lean Together | Steve Jackson (CFPIM) |
| November (TBD) | ½ day workshop | Introduction to Lean Manufacturing | |
| Wednesday November 21 | Dinner Meeting | Hiring in our Job Market | Doris Bentley (CHRP) |
| Thursday November 29 | Full Day Workshop | Love ‘Em or Lose ‘Em: Retaining and Engaging Key Talent | Doris Bentley (CHRP) |
| Late November (TDB) | ½ day workshop | Lean Teams | |
| | | | |

From the last PDM



APICS International Conference & Expo

October 21 to 23 in Denver, Colorado

This is packed with interesting sessions and the chance to learn as well as getting some Certification Testing completed.

Main Page for conference

<http://www.apics.org/education/conference/index.asp>

Testing info

http://www.apics.org/education/conference/cert_testing.asp

Schedule

http://www.apics.org/education/conference/downloads/73781_Schedule.pdf

Web Page Update

As you may have noticed, our Web Page is in the midst of a major facelift and upgrade. We are expanding our services to you and will keep you up each month as the new features come on line.

One area that is currently up and running is our Career Opportunities Page. At last count there were twelve job postings on the page ranging from Production Worker to Supply Chain Manager. If you have been thinking that there may be greener pastures out there for you - go ahead and check them out. A reminder as well to anyone looking to hire someone; that we will post your advertisement at no cost onto the Career Opportunities page - just get in touch with us and we will tell you how to make this happen.

Our apologies to those of you who have dropped off of our e-mail list, this is also in transition. If you would like to receive the monthly newsletter and other electronic communications, [please drop us a line and we will add your name]. Please remember to check your e-mail filters to allow communication from us so that you don't miss any of our updates.

October Dinner Meeting

Bringing TOC and Lean Together

“aka: Beauty and the Beast – or, Can’t we all Just Get Along?”

Presented by: Steve Jackson (CFPIM)

Every manufacturing business has a terrific opportunity to improve in the ways that count the most – competitive edge factors, and the bottom line. That’s a “given.”

But when a company defines itself by its approach to improvement – “we’re doing Lean” or “we’re Six Sigma” or “we’re a TOC company,” they are automatically choosing to slap a limit on their improvement potential.

Lean can be powerful. So can Six Sigma. But when you add Theory of Constraints into the mix, the results are explosive! In a 21-plant, 2 year experiment one corporation reported that the plants that used TOC, Lean and Six Sigma combined, recorded results that were **15 times greater than the plants using Lean alone, and 23 times greater than the plants using Six Sigma alone**, on a per-plant basis. Now, *that’s* powerful.

The challenge is that there ARE contradictory aspects to Lean and Theory of Constraints (and Six Sigma and Theory of Constraints). It’s all too easy to move into “either/or” mode. We love our tribes!

So how do you move beyond the dogma, and into simply doing what’s best for the company’s performance? How can Theory of Constraints and Lean (and Six Sigma) work together? Join us on October 24th to find out.

Speaker Bio

Steve Jackson (CFPIM) has been involved with Manufacturing and Manufacturing Systems since ...well, long before disco. He was implementing MRP software in the 70’s, had his own small manufacturing and distribution company in the 80’s, worked with Eli Goldratt for six years into the 90’s, and again quite recently. He’s been a TOC specialist since 1988, working with partner Rod Gelhorn in Synchronix Technologies, a Vancouver-based consulting firm specializing in TOC.

Steve had the privilege of being President of the Vancouver Chapter of APICS in the 80’s; he claims the therapy continues but he’s feeling much better now.

Event Detail

The meeting will be held at Newlands Golf and Country Club, our usual location. Signs will be posted in the lobby to direct you to the correct room.

Date: Wednesday October 24th, 2007
 Time: Registration / Cash Bar 5:30
 Chicken Coq Au Vin 6:15
 Presentation 7:00

Place: Newlands Golf and Country Club
 21025 48th Avenue, Langley

Cost: Members: \$30
 Non Members \$40
 Students: \$20

Register:

The website registration will send a pdf file of your registration. (<http://www.apics-fraservalley.org/content.php?id=75>) If you do not have a default e-mail system installed please contact our Director of Programs at programs@apics-fraservalley.org. Please provide your Name, Company, Phone Number and membership category.

Please register by Monday October 22nd to ensure that you have a reserved seat.

How to get there?



Survey Feedback

In August we conducted an on-line survey regarding upcoming programs and events. Based on your responses:

Location:

70% preferred the Surrey / Langley area although almost everyone was willing to attend an event anywhere in the Fraser Valley (if it was of interest)

Evening Sessions:

The most popular evening for events is Wednesday, followed by Monday or Thursday

Time of Day:

Dinner meetings were more popular than Lunch and Breakfast, although not by much, (it looks like as long as we feed you we will keep you happy!).

The top three topics are:

- Lean
- Theory of Constraints
- Six Sigma

With your feedback in mind, we will keep the majority of our sessions in the Surrey / Langley area, hold them on Wednesday evenings, and focus on the top three topics you identified.



Thanks to all of you who responded to our survey. As with all surveys, we draw the name of a survey respondent to win one of our coveted "APICS Steel Drink Tumblers". Congratulations to Yinghui Li of ECCO Manufacturing who was the August 2007 Survey prize winner.

September Event Summary

ERP and Lean: A Marriage Made in Hellven
Presented by: Curtis Robert (CPIM)



On Thursday September 20th Curtis Roberts joined us to provide a very refreshing perspective on how Lean and ERP systems are not in "opposing corners" as many of us may have believed.

Curtis has many years of experience working at implementing business process improvements, implementing ERP systems, and instructing APICS CPIM courses. He used his experiences

to walk us through the mine-fields that many of us face when our organizations are trying to meld ERP and Lean such as:

- ERP is "old thinking", we're going Lean!
- MRP and JIT can't work together
- We don't need ERP – we use Kanbans!
- The President just told me I have a week to implement Lean Manufacturing – what do I do?

Well – the first step is to take a step back and see if there is common ground. We need to open our thoughts to the possibility that there may be a way to use tools from both "toolboxes" for an overall benefit.

After a quick overview of how Lean developed into such a popular mindset with today's manufacturers Curtis discussed the core of Lean, which is that "Lean is an attitude – a company wide, relentless pursuit to identify and eliminate non-value added activities throughout the supply chain". Curtis then walked us through the five principles of Lean, identifying the value stream activities, lean tools and techniques and brought us up to date on how Henry Ford's initial attempts have moved through the Toyota Production System to where they are today – "Lean Thinking".

Next we took the grand tour through Enterprise Resources Planning (ERP). We saw how the computer revolution had a huge impact on the processing capabilities at hand for operations professionals struggling to manage business operations that were growing more and more complex and how an initial model called MRP (Materials Requirements Planning) grew into the all encompassing ERP system that many of our companies use today. By definition, ERP is a type of Management Information System (a computer system) not a Where is the core conflict? There isn't one. We may allow

philosophy. Like any system, it has a goal, components and boundaries.

The goal of ERP is to improve and streamline business processes, which typically requires re-engineering of current business processes (why – because they have waste in them and can be done more effectively – hmmm, sounds kind of like Lean Thinking),

But doesn't the nature of ERP (being a computer system) mean that it has waste in it – the waste of processing, human data input requirements, and so on. Well, the harsh reality is that somewhere along the line the tax collector likes to hear from a company, and you must provide them with things like audited financial statements. So, as so many processes affect profit (income) and inventory (balance sheet), we actually do need to dedicate resources to tracking and reporting them. But can't we do that in the most efficient way possible?

Curtis then moved us into having a look at what many people perceive to exist – that there is a conflict between the use of Lean and ERP. But where is the conflict?

- Lean wants us to streamline our business processes
- ERP wants us to automate our streamlined business processes



conflict to creep into the system, notably when functional areas of the company are not in sync. Such as:

- Lean principles which want to move toward pull systems in all steps where a continuous flow is possible
- The MRP portion of ERP which can be driven on batch production logic and a fixed schedule, whether the product is needed or not

But, hold on – MRP is not equal to ERP – it's just one small part of the overall picture. It's like throwing out a toolbox because it contains a hammer that you won't need to drive screws – why not just stop using the hammer?

Does MRP have any possible use in a Lean environment? Of course it has. Curtis walked us through three possible situations where MRP can be very useful in a Lean environment:

- long lead time, very high value items
- when planning beyond the kanban horizon
- in Engineer To Order (ETO) manufacturing environments

Curtis went on to profile the fit between specific tools from each of the two tool boxes (Lean and ERP) like 5S and File Structuring, Kanban and Back-flushing, Standard Work Instructions and central databases, fast changeover and what-if simulations, and on and on. There are many complimentary tools in each toolbox, if we just find the right way to use them in our particular business environment.

According to Curtis, the best advice he has is “Don't treat a management method as though it were a religion – skepticism and common sense will carry you through!”

Many thanks to Curtis for a thought provoking and refreshing view on how we can use the tools available to us, we if only try.

For those of you interested in a copy of Curtis's presentation, please check our web site at (<http://www.apics-fraservalley.org/content.php?id=85>).

And after all that – we forgot to pin Curtis down and have him define “Hellven”, oh well, maybe it will appear in the next edition of the APICS Dictionary.

UCFV CPIM courses Cancelled.

Unfortunately due to low registration numbers, both Basics of Supply Chain Management and Master Planning of Resources classes were cancelled this term. We will be offering both courses next term (late January) and we expect to see better numbers in the New Year.

LEAN Workshops.....Postponed until November.

The 7 workshops to be offered (in order of schedule):

- Introduction to Lean Manufacturing
- Lean Teams, Lean Design & Accounting
- Lean Mapping
- 5's (Sort, Set In Order, Shine, Standardize & Sustain)
- Process Improvement & Quality in Lean Manufacturing
- Lean Scheduling
- Standard Work

We are still looking for hosting facilities, as well as any interested instructors that feel they would live to share some intimate knowledge in any of the specific workshop areas.

For more information, or if you are interested in hosting/instructing please e-mail education@apics-fraservalley.org