



P. O. Box 457, St. Cloud, MN 56302

March, 2009

Visit us at: www.apicscmn.org

Mark your calendar for the Central MN APICS Luncheon March 3rd, 2009



Oliver Wight, the Firm

Oliver Wight excels at helping organizations simplify and synchronize all of their business processes and resources, such that everyone operates from the same game plan and works together to achieve their objectives. What gives us this ability is:

- ▶ The practical experience of our principals who serve as educators, facilitators and coaches. All members of the Oliver Wight team have personally been down the road to business excellence - we know how to do it from personal experience
- ▶ Our proven methodology for introducing, accomplishing, and sustaining process change
- ▶ Measurements and standards of performance, developed by Oliver Wight, that are recognized as the industry standard
- ▶ Our focus on measurable results

The late Oliver Wight founded our firm in 1969. Ollie set the standard for excellence in the field of manufacturing, and for the past thirty-nine (39) years, we have been recognized as the premier purveyor of best-practice business process education and consultancy services.

Ollie is credited with developing measurements and standards of performance known collectively as *Class A*, which today are recognized as the industry standard. A business that is *Class A* is one that uses integrated business processes and practices organization-wide (from top to bottom) to generate significant improvements in competitive position, flexibility, return on assets and quality of work life. The organization has the right blend of management, operational processes, and metrics in place and people understand how to employ them effectively.

It does not matter whether our clients produce automobiles or *agricultural products*, they need to do an excellent job of planning, scheduling, and execution if they are to gain and maintain a competitive advantage. "Faster, more reliable, more economical responses to the marketplace" is how we would summarize the results our clients achieve.

Globally, Oliver Wight has roughly sixty-five (65) educators/coaches dedicated to client success. All of these individuals came out of industry – each was extensively involved in a Class A initiative at their respective Bayer CropScience. We do not hire MBA's fresh out of business school that learn on the job, we carefully select practitioners who led their companies' successful improvement initiatives and possess the ability to mentor others in doing the same. In addition to "technical" expertise, the individuals we select understand the "soft" (change management) side of an improvement initiative and are adept at working with all levels of an organization – from the front line soldiers to the president's office.

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Lean Supply Chain

In today's competitive global market, nearly everyone has heard about companies outsourcing their product overseas to places like China and India. Most people confuse cost-cutting initiatives with delivering true value through an organization's supply chain. Making one's supply chain Lean is not the same as getting the lowest price for a product or component. It is not about demanding price reductions from suppliers. It is also not about pushing inventory into someone else's warehouse!

A Lean Supply Chain is a process that looks across all areas of a business, including its suppliers, and drives out waste and inefficiency. Lean is about continuous process improvement and collaboration with all the various entities of one's supply chain – both internal and external.

Many companies suffer from a missing ingredient when building and refining their supply chains – integration. They lack a single coherent strategy that focuses the organization around their core supply chain goals. A lot of times the goals of the supply chain group conflict with the overall mission of a business. A Lean Supply Chain starts first with a business's strategic focus and uses this to drive alignment across the organization and out into the supplier network. In one sense, when a company implements a Lean Supply Chain, they are starting with a blank sheet of paper and working backward from their end goal – better alignment to their customers. World Class companies drive collaboration to both the end source of a product and the end customer, regardless of the number of tiers or borders they must cross.

In his talk on Lean Supply Chains, Robert will explain what this is and the steps an organization takes to become World Class in this area. He will also provide case examples of companies that have achieved World Class supply chains and what it has done for their businesses.

Biography

Robert A. Hirneisen



Robert A. Hirneisen, a principal with Oliver Wight Americas, is an expert in Operational Excellence, Lean Manufacturing, and Supply Chain Management with over 20 years of extensive manufacturing, project management, training, and management consulting experience. Robert has occupied a number of operational and senior management positions, leading these companies to significant improvements in operations, productivity, efficiency, and cost savings. His leadership responsibilities have encompassed all areas of operations management. Top-level management positions held range from VP of operations to interim President and COO. Robert has served on multiple steering committees and board of directors.

Robert has experience in a variety of industries as a consultant and a practitioner, including electronics, construction equipment, electrical power generation, and pharmaceuticals. His client companies have included Abbott Labs, American Augers (Division of Astec Industries), Caterpillar, Dade Behring, International Flavors & Fragrances, Research In Motion, Westinghouse Nuclear Fuels, and Zimmerman Sign Co. (A Bank Of America Company).

He actively participates in APICS and has been a keynote speaker at numerous chapters across the United States. Robert has been a featured speaker at SME's international conference. Bob received his BS in Computer Aided Manufacturing from Eastern Michigan University and is pursuing graduate studies in business and computer science at Colorado State University.

Location:	Schedule:	Cost:
St. Augusta Legion	Registration	11:00 Non-members \$25.00
1894 247 th St	Speaker	11:15 Members \$20.00
St. Augusta MN 56301-8775	Buffet Lunch	12:30 Student \$10.00
320-252-6693	Wrap up	1:00

Please make reservations on our web site at www.apicscmn.org. APICS is responsible for all meal reservations, including no-shows. Cancellations and no-shows received after noon on Monday March 2nd will be billed.

Officer's Corner by Bruce Skalbeck

Shouldn't Your Company be "Looking at Lean"?

Last October Chuck Krebsbach coordinated a tour of Cold Spring Granite's facility to look at the results of their lean enterprise efforts. That same evening Kent Gilmore shared Nahan Printing's lean efforts in his presentation "Sustaining a Successful Lean Program". More and more companies are recognizing the value of a lean enterprise improvement program.

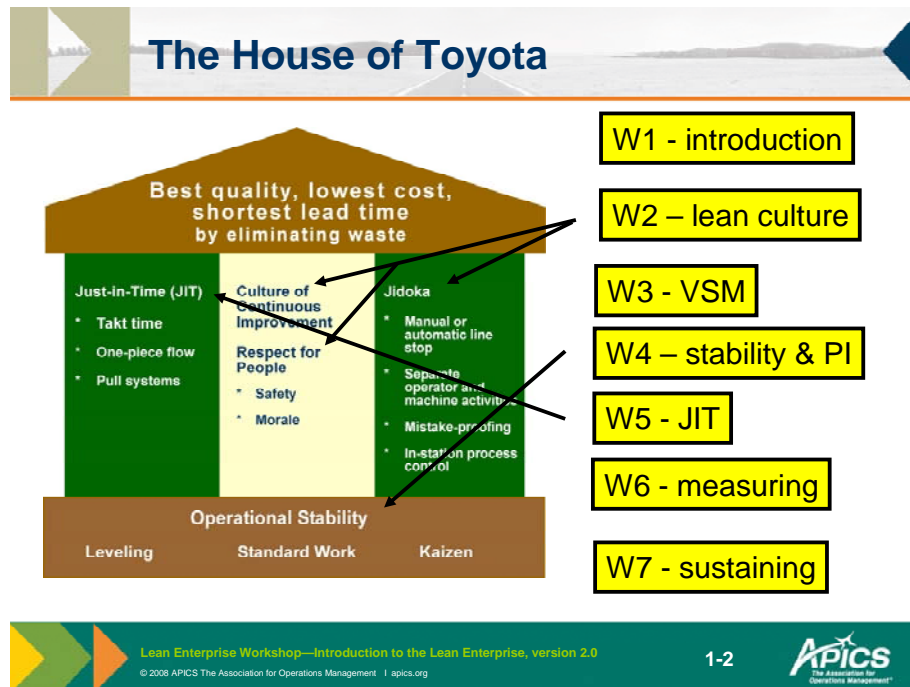
Our Central Minnesota APICS Chapter is in the final stages of preparation for its initial offering of the 7-module "Lean Enterprise" course/workshop. This seven session 28-hour course follows a 7-stage Lean Transformation Roadmap. This "transformation roadmap" is shown below.



This roadmap approach helps participants see lean as an enterprise transformation process not just a number of tools in a toolbox. An important aspect of the course is "Murphy's Toys", a case study that is used throughout the course. This case study traces a toy manufacturing company's lean transformation.

Many of you may be familiar with the "House of Toyota" diagram that the Toyota Company uses to describe its lean approach. The illustration below links the seven stages of the lean transformation roadmap to various parts of the House of Toyota.

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Our chapter is currently discussing offering this Lean Enterprise course to an area company in an on-site format. If your company is interested in further information on this excellent course contact us through our chapter website:

www.apicscmn.org

THE UN-COMFORT ZONE with Robert Wilson

Don't Get Stuck in Reverse

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.

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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.

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Company Coordinators

Company Coordinators serve as the liaison between their company and the APICS Chapter Board of Directors. They are the source of APICS information about the chapter's educational offerings for their co-workers, and provide feedback to the chapter about the educational needs of their company's management. This is a crucial link between our chapter and the companies we serve.

Malco Tools
Sartell Valves, Inc.
Gold'n Plump
3M Inc. Hutchinson
New Flyer
Redball LLC
Suttle Appartus
The Antioch Company
Trivirix
Rt Enterprises
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Marjorie LaTour
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James Russ

Thinking about joining APICS?

APICS members can take advantage of discounts on exam fees, seminar, PDM, and certification class fees, APICS bookstore items, certification self study materials, and more. As an APICS member you get a free subscription to the APICS magazine and access to the career center where you can search hundreds of career opportunities. There are many additional benefits, to find out more, check out the membership portion of APICS.org via the following website → <https://www.apics.org/Membership> or contact your local Central MN Chapter Membership VP, Kris Radunz at VPMembership@apicscmn.org to find out how you can become an APICS member!

Welcome new members

Dan Popehn
Rabina Shrestha
Alpha Diallo
Aachariah Wells
Kayla Frase
Trent Teders
Nahit Patel

SCSU Student
SCSU Student
SCSU Student
SCSU Student
SCSU Student
SCSU Student
SCSU Student

Jessica Hage
Sudhir Madhavarah
Daniel Wolff
Ernesto Jimenez
Kyle Cordry
Chris Steichen

SCSU Student
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SCSU Student
SCSU Student

Central MN Chapter's Education Calendar

CPIM and CSCP Certification Review Classes

Alexandria Class

Detail Scheduling and Planning

Date – Wednesdays (starting April 1st)

Instructor – TBA

Location - Alexandria Extrusion

Hutchinson Class

Execution and Control of Operations

Date – Wednesdays (starting April 22nd)

Instructor – Barb Tessmer, CPIM

Location – Hutchinson Technology, Inc.

St. Cloud Classes

Basics of Supply Chain Management

Date – Wednesdays (starting March 4th)

Instructor – Dr. Bruce Skalbeck, CFPIM, CIRM, CSCP

Location – New Flyer

For more information and to register for classes visit:

www.apicsmn.org ("Calendar of Events" page)

or Contact Dave Gerhardson VP-Education at VPEducation@apicsmn.org

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Phone: 320-240-6240
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Phone: 320-257-4354
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Email: PastPresident@apicsmn.org

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John Lien
LNJ Consulting
320-250-4012
Email: VPmarketing@apicsmn.org

VP of Programs

Doris Illies
Wacosa
320-251-0087 ex 203
Email: VPprograms@apicsmn.org

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Bruce Skalbeck, PH.D., CFPIM,
CIRM, CSCP.
St. Cloud State University (retired)
Phone: 320-255-3200
Email: MemberAtLarge@apicsmn.org

VP of Seminars

Mark Bashans CPIM, CSCP
3M Hutchinson
Phone: 320-234-1666
Email: VPseminars@apicsmn.org

Faculty Advisor

Alex Polacco, MBA, CPIM
St. Cloud State University
Phone: 320-308-3935
Email: Facultyadvisor@apicsmn.org

Region 5 Liaison

Carol Graves

VP of Membership

Kristin Radunz
3M Hutchinson
Phone: 320-234-2109
Email: VPmembership@apicsmn.org

VP of Education

Dave Gerhardson
New Flyer of America, Inc
320.266.5326
Email: VPEducation@apicsmn.org