

# THE HORIZON

*“Inspiring Minds,  
Shaping Lives”*  
Tish Patel, President



Houston Chapter

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**APICS Houston  
Students win Case  
Competition!**  
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Visit us at:  
[www.APICS-Houston.org](http://www.APICS-Houston.org)

## “FORECASTING: IT’S NOT JUST THE SOFTWARE”, BILL LEE, HOUSTON CHAPTER SEMINAR, MAR 21



Sales forecasts are vital to every business organization and for every significant management decision. Forecasting is the basis of corporate long-range planning. In the functional areas of finance and accounting, forecasts provide the basis for budgeting, financial planning, and cost control. Production and operations personnel use forecasts to make periodic decisions involving process selection, capacity planning, and facilities.

Go to [www.APICS-Houston.com](http://www.APICS-Houston.com) under **Events** to Register!

## “AN UNCONVENTIONAL CLIENT RETENTION STRATEGY”, BY ANDREA P. HOWE

Most people usually don’t think of empathy as having much business value. In fact, you might think if you start empathizing with your clients, you’ll lose your edge; you’ll appear “soft;” you’ll lose business. Here’s a compelling story\* about a global firm that turned that conventional wisdom on its ear and transformed a big loss into a big win.

Read more on Page 12

## “APICS HOUSTON STUDENTS WINNERS AT STUDENT CASE COMPETITION”

The University of Houston first place team received the highest score out of the two divisions and will be invited to compete at a case competition at the APICS International Conference & Expo in Orlando, FL in September.

Students were given the case problem at approximately 9 a.m. on Friday morning.

Read more on Page 14

## “JOB SHOP LEAN” PDM, DR. SHAHRUKH IRANI , MARCH 21

There are thousands of high-mix, low-volume (HMLV) manufacturers. Their facilities forge, injection mold, fabricate, machine, etc. hundreds, sometimes thousands, of parts with different manufacturing routings. *Their operating conditions simply do not match those of Toyota.*

Read more on Page 7

## PRESIDENT'S MESSAGE



When the Pennsylvania groundhog emerged from his dwelling at Gobbler's Knob Saturday morning on Feb 2nd, he did not see his shadow. That means that an early spring is expected. I am sure that all of you are planting your gardens and beginning to spring clean your closets and homes. Here at the APICS Houston Chapter we have been working hard to bring you our

members a fresh line up of Spring classes, seminars and top speakers for our professional dinner meetings.

### March PDM Speaker: Dr. Shahrukh Irani

On March 21st, will have Dr. Irani will speak on the topic: Job Shop Lean (Because High-Mix Low-Volume Lean Does Merit a Different Approach). Key Takeaways for our members and guests:

- Embrace the best of Lean learned from Toyota that applies to HMLV manufacturing also, especially the management practices such as top-down leadership, culture change and employee empowerment
- Find out whether your manufacturing facility is suited for JobshopLean
- See how JobshopLean was implemented in a custom forge shop and the results that they reported
- Look beyond the Toyota Production System and master operational practices pioneered by British manufacturers in the 1960's

This is a presentation you will not want to miss! Please be sure to join us for this session and register on our website at [www.APICS-Houston.org](http://www.APICS-Houston.org)

### CLASSES:

The Houston APICS Chapter strives to bring you the best that supply chain education has to offer. Our Spring CSCP class starts on April 6th, early registration end 14 days prior to class start, so get your reservation in early. We also have our CPIM in a year classes which will continue through August. Our Fall 2013 CPIM classes are already on our website, please be sure to sign up early as classes fill up very quickly. More information can be found in this Horizon for both CSCP and CPIM. Please be sure to visit our website for more details at [www.apics-houston.org](http://www.apics-houston.org). Keep your questions coming please, we are here to support you!

### Six Packed Conference in Dallas, Texas—Update:

For those of you who attended 6 Packed, we hope that it was a rewarding experience. We will have photos and stories to share with you in our April Horizon so please stay tuned.

### Company Coordinator Social:

In April we plan to have our yearly company coordinator social. Venue will be announced soon, please stay tuned. More details on becoming a company coordinator can be found on page 7 of this Horizon.

### Spring 2013 Seminar lineup:

**March 21st:** "Forecasting: It's not JUST the softward"  
Speaker: Bill Lee

**May 16th:** "How to Gain Agreement for Operations Improvements"  
Speaker: Bill Lee

Please be sure to sign up as early as possible on our website.

### **For further details you may contact:**

Mauricio Hernandez  
Director of Seminars

[Seminars@apics-houston.org](mailto:Seminars@apics-houston.org).

### **JOB BANK:**

Please do take advantage of our job bank located on our website. This site has an array of supply chain opportunities for those of you on seeking opportunities. If you have any questions, please be sure to contact me.

Lastly, on behalf of the APICS Houston Chapter board of directors and myself, I would like to Thank all our members for their continued support and drive to make the APICS Houston Chapter such a success. We strive to be the best because of you and we progress to do even better with your support!

Experience the best of the best right here at the  
**THE APICS HOUSTON CHAPTER.**

**Respectfully submitted,**

**Tish Patel**

**President, 2012-2013, APICS Houston Chapter**

[President@APICS-Houston.org](mailto:President@APICS-Houston.org)

## APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

Mar-13			
Date	Event	Speaker	Location
21-Mar	Seminar: Forecasting: It's Not Just the Software!	William B. Lee Ph. D.	Hess Club
21-Mar	PDM: Job Shop Lean	Dr. Shahrukh Irani	Hess Club
Apr-13			
Date	Event	Speaker	Location
12-Apr	Lean Inventory Management	Bill Cure	Hess Club
18-Apr	PDM: Multi-Criteria Supply Chain Decisions: Dealing with Risk & Sensitivity	Dr. Errol Wirasingue	Hess Club
May-13			
Date	Event	Speaker	Location
23-May	PDM: To Be Defined	TBD	Hess Club

For more information, go to [www.APICS-Houston.org](http://www.APICS-Houston.org), under **Events**

### “REHEARSING FAILURE, REHEARSING SUCCESS”

The active imagination has no trouble imagining the negative outcomes of your new plan, your next speech or that meeting you have coming up.

It's easy to visualize and even rehearse all the things that can go wrong.

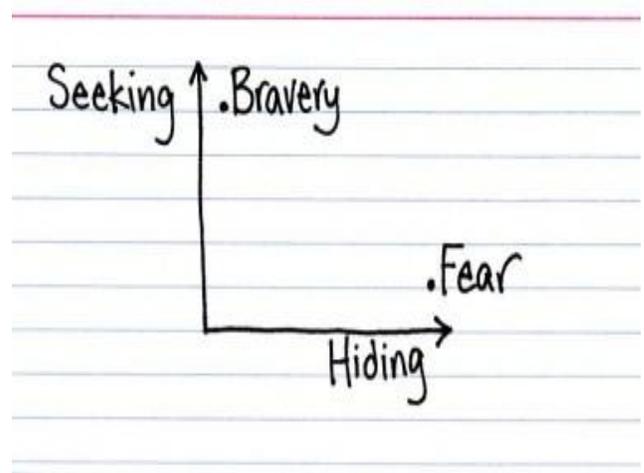
The thing is: clear visualization, repeated again and again, doesn't actually decrease the chances you're going to fail. In fact, it probably increases the odds.

When you choose to visualize the path that works, you're more likely to shore it up and create an environment where it can take place.

Rehearsing failure is simply a bad habit, not a productive use of your time.

**Seth Godin**, Best selling author and speaker  
<http://sethgodin.typepad.com/>  
Reproduced with permission of Seth Godin

### “MOST PEOPLE HIDE IN PLANE SIGHT.”



Courtesy of Jessica Hagy, [www.ThisIsIndexed.com](http://www.ThisIsIndexed.com)

## APICS EDUCATION AND CERTIFICATION 2013 COURSE SCHEDULE

### Certified Supply Chain Professional (CSCP)

Class	Schedule	Days	Time	Location	Early Reg Ends
Spring CSCP	Apr 6 to Jun 15	Saturday	8:00am to 12:00pm	Baker	22-Mar
Winter CSCP	Sep 3 to Dec 3	Tuesdays	6:00pm to 9:00pm	Baker	20-Aug

### Certified in Production and Inventory Management (CPIM)

Class	Schedule	Days	Time	Location	Early Reg Ends
<b>CPIM in a Year (All Five Modules) - Save \$350 By Committing to All Five Modules</b>					
Fall CPIM in a Year	Sep 7 to July 12	Saturday	8:00am to 12:00pm	Baker	23-Aug
Class	Schedule	Days	Time	Location	Early Reg Ends

### Winter and Spring 2013 Individual Classes

Master Planning of Resources	Mar 19 to Apr 11	Tue and Thu	6:00pm to 9:00pm	Nor-riseal	4-Mar
Strategic Mgmt of Resources	May 4 to Jun 1	Saturday	8:00am to 12:00pm	Baker	26-Apr
Detailed. Sched. & Planning	May 14 to Jun 11	Tue and Thu	6:00pm to 9:00pm	Nor-riseal	30-Apr

### Fall 2013 Individual Classes

Execution & Control of Ops.	Aug 20 to Sep 19	Tue and Thu	6:00pm to 9:00pm	Nor-riseal	5-Aug
Basics of Supply Chain Mgmt	Sep 7 to Oct 12	Saturday	8:00am to 12:00pm	Baker	23-Aug
Strategic Mgmt of Resources	Oct 22 to Nov 14	Tue and Thu	6:00pm to 9:00pm	Nor-riseal	7-Oct
Master Planning of Resources	Nov 9 to Dec 14	Saturday	8:00am to 12:00pm	Baker	24-Oct

## COURSE AND EVENTS LOCATIONS

Location	Address	City	State	Zip
Baker Hughes (Beltway 8 and 290 area)	9100 Emmott Road	Houston	TX	77040
Hess Club (Galleria area)	5430 Westheimer Road	Houston	TX	77056
Norriseal (Beltway 8 and West Little York area)	11122 West Little York	Houston	TX	77041
TSP (Northwest corner of 610 Loop)	3303 West 12th St	Houston	TX	77008

## QUESTIONS ABOUT EDUCATION?

Do you have questions on how the Supply Chain Education Programs can:

- Improve your company's bottom line while improving customer satisfaction
- Enhance your career and make work more fun

**Please contact:**

**Chuck Connelly CFPIM, CSCP, CPA,**

VP of Education, APICS Houston Chapter

[VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org) or 713-256-7500

## “HOW TO GAIN AGREEMENT FOR OPS IMPROVEMENTS” APICS HOUSTON CHAPTER SEMINAR, MAY 16



Many people complain that they cannot get their bosses to listen to their ideas for improvement. This seminar will assist participants in understanding how people think about change and how to get them to support improvement ideas that make sense.

What we really want to get is visible, sustainable implementation of our ideas. Someone once said that most projects fail – not because of a lack of good ideas but because of a failure to implement and sustain them. Companies have tried many of what we call “silver bullets” for improvement, such as:

- They downsize the work force, but the focus is on cutting headcount and not on changing the business processes;
- They have spent billions of dollars to automate the business, but the focus has been on the technology and not on the people applying the technology; and
- They have acquired other companies in attempts to build synergies; but the focus has been on integrating plants and not on integrating people.
- This seminar will include discussions on how participants can help their companies to build strong change imperatives, to develop a vision of what can be achieved, to put together a process for managing the improvement process, and to develop a commitment to making the improvements happen.

This seminar is based on many years of practical experience in a variety of companies and industries. We will include examples of how leading companies have achieved this.

Upon completion of this seminar, you should have expanded capability to:

- Integrate business imperatives into solid business cases
- Understand what senior managers seek in business proposals
- Build additional capability to provide your company with insights on the business and with meaningful suggestions for improvement.

Exercises will be included to enhance your hands-on learning experience.

### Date, Time, and Location, Cost

Seminar will take place on May 16<sup>th</sup>, 2013 from 8:30 am to 5:00 pm, at the Hess Club. Light breakfast and lunch will be served. The cost of the seminar is \$300 USD for members and \$330 for non-members. **Late fees** start applying on May 2<sup>nd</sup>, 2013. Obtain 8 APICS certification points when attending this seminar

### William B. Lee, Ph.D.

Global Manufacturing Educator and Consultant  
[wbleephd@gmail.com](mailto:wbleephd@gmail.com), 713-963-8339

## WHAT WOULD YOU DO WITH A 13% RAISE? EARN THE APICS CPIM TO FIND OUT

According to the Operations Management Employment Outlook, APICS CPIM designees, on average, earn 13 percent more than their counterparts.

**Contact Chuck Connelly, VP of Education,**  
[VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org) or 713-256-7500

### CALL FOR CONTENT

Want to contribute content for our Horizon monthly Newsletter? We are looking for:

- Article(s) relevant to supply chain and operations, written by yourself or that you have permission to publish
- Any other ideas or suggestions about content to include in the newsletter, relevant to our members

Please contact **Santiago Velasquez,**  
[Editor@APICS-Houston.org](mailto:Editor@APICS-Houston.org)

### CALL FOR SPEAKERS

Do you want to propose a speaker for our Professional Development Meetings (PDMs)?

Although topics related to supply chain and operations management are preferred, recommended speakers could cover any kind of subject, as long as is relevant to the development of our members.

Please contact **Tish Patel, Houston Chapter President,**  
[President@APICS-Houston.org](mailto:President@APICS-Houston.org)

# CERTIFIED SUPPLY CHAIN PROFESSIONAL (CSCP) FOR 2013

The APICS CSCP designation is for professionals who are interested in increasing their knowledge and expertise in the field of global supply chain management. This program is ideal for individuals and organizations that are:

- Interested in more depth of knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology to enable the supply chain, and physical logistics
- Facilitating operational and financial improvement both within and across supply chain functions
- Interested in increasing knowledge and expertise in the field of global supply chain management.
- Mastering the tools to effectively manage global supply chain activities that involve suppliers, plans, distributors and customers located around the world
- Implementing new or modifying their existing Enterprise Resources Planning (ERP) system(s)
- Desiring to create a common standard of understanding, vocabulary, best practices and frameworks within your company to address your supply chain challenges and seize opportunities
- Best practices in the day to day functions of supply chain professionals



The CSCP learning system includes:

- Approximately 1,000 pages of printed learning materials
- Interactive Web based study tools:
- Pre and Post tests
- Module specific tests
- Glossary, E-flashcards and Information Center

Candidates must apply for eligibility in order to register and take the exam. Eligibility requirements for the APICS CSCP designation are listed below. A candidate must pass just the ONE exam. Please consult [www.APICS.org](http://www.APICS.org) for additional information.

- APICS CPIM, CFPIM, or CIRM, and C.P.M. designations plus two years of related business experience, or
- Bachelor's degree or equivalent plus two years of related business experience, or
- Five years of related business experience.

Class	Schedule	Days	Time	Location	Early Registration Ends
Spring CSCP	April 6 to June 15 *	Saturdays	8:00am to 12:00pm	Baker Hughes	3/22/13
Fall CSCP	Sep 3 to Dec 3 **	Tuesdays	6:00pm to 9:00pm	Baker Hughes	8/20/13

\* No class on May 25 for Memorial Day Weekend

Class	Member Price		Non-Member Price	
	Early	Late	Early	Late
CSCP	\$1,850	\$1,950	\$2,050	\$2,150

**Contact Chuck Connelly CFPIM, CSCP, CPA,  
VP of Education at [VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org)**

For more information on our programs or to register, please visit our website at [www.APICS-Houston.org](http://www.APICS-Houston.org)

## “JOB SHOP LEAN”, PDM, MARCH 21, DR. SHAHRUKH A. IRANI



There are thousands of high-mix, low-volume (HMLV) manufacturers. Their facilities forge, injection mold, fabricate, machine, etc. hundreds, sometimes thousands, of parts with different manufacturing routings. *Their operating conditions simply do not match those of Toyota.*

After all, they are jobshops and do not produce highly similar products on assembly lines. So how does one adapt Lean in jobshops and other HMLV facilities? The answer lies in integrating two manufacturing strategies – Group Technology and Cellular Manufacturing – that were first implemented in Britain in the 1960’s by Serck Audco Valves, a British company. Using Group Technology, a jobshop would identify all the part families in their product mix. Using Cellular Manufacturing, they would implement a flexible manufacturing cell that is autonomous and focused yet flexible enough to produce at least one part family!

JobshopLean uses Production Flow Analysis (PFA) to implement Group Technology and Cellular Manufacturing. Typically, the approach seeks to re-organize any jobshop into at least two separate manufacturing zones: (1) Zone #1 contains several autonomous flexible manufacturing cells to produce orders for the parts that are the Runners and Repeaters in the product mix and (2) Zone #2 is a “remainder jobshop” to produce orders for the Strangers in the product mix. Finally, it takes inspiration from Lean and Theory Of Constraints (TOC) to implement a Continuous Improvement program that (i) breaks the constraints that prevent the

implementation of cells and (ii) develops the systems, practices, technology, equipment, workforce skills, etc. to enable teams of cross-trained workers to work in these cells side-by-side with relevant automation.

### Attendee Takeaways:

- Embrace the best of Lean learned from Toyota that applies to HMLV manufacturing also, *especially the management practices such as top-down leadership, culture change and employee empowerment*
- Find out whether your manufacturing facility is suited for JobshopLean
- See how JobshopLean was implemented in a custom forge shop and the results that they reported
- Look beyond the Toyota Production System and master operational practices pioneered by British manufacturers in the 1960’s

**When?** March 21, 2013 Thursday at 5:30

**Where?** Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

**How much?** The cost of the PDM is \$25.00 for Members \$25.00 for Non-Members and \$10 for Students

**Who?** Dr. Shahrukh A. Irani, Director of IE Research at Hoerbiger Corporation of America, Inc

**Register at** [www.apics-houston.org](http://www.apics-houston.org) under Events.

## WANT TO BECOME A COMPANY COORDINATOR?

Company Coordinators act as liaisons between the Houston Chapter Board of Directors and fellow employees to help their companies derive maximum benefit from its APICS membership. The Company Coordinator promotes APICS within their own Company by:

- Defining the benefits of membership participation and be a key source of information regarding APICS within your organization
- Explaining the certification programs and how achieving CPIM or CSCP certification is both professionally and personally rewarding
- Circulating the monthly Education Program announcement
- Promote and distribute newsletters, seminar brochures, and

other APICS literature to interested parties and key personnel

- Posting schedules of APICS seminars and review courses and assisting with the registration process by maintaining updated registration forms and directions to the facilities where the programs are being offered
- Provide feedback to the Board of Directors regarding areas of improvement and your company’s educational needs

For more information, please contact **Jim Nolan,**  
**Director of Company Coordinators,**  
[CompanyCoordinators@APICS-Houston.org](mailto:CompanyCoordinators@APICS-Houston.org)

To see the **list of current company coordinators**, go to  
[www.APICS-Houston.org/recognition/default.aspx](http://www.APICS-Houston.org/recognition/default.aspx)

## NEW HOUSTON APICS CHAPTER MEMBERS

APICS Houston Chapter welcomes it's new chapter members:

New Members Information	
Type	Number
Professional Member	28
Student Associate	1
Enterprise Professional (E)	5
Enterprise Professional	9
Young Professional (E)	8
<b>Total</b>	<b>51</b>

To view the detailed list of new members, go to [www.APICS-Houston.org/recognition/default.aspx](http://www.APICS-Houston.org/recognition/default.aspx)

## CAREER CENTER JOB BANK UPDATE FOR FEBRUARY 2013

The APICS Houston Chapter is pleased to highlight the following new opportunities for our members. More information about job opportunities can be found at [www.APICS-Houston.org](http://www.APICS-Houston.org) under **Job Board**.

- **Sourcing Specialist** , Oasis Petroleum
- **Supply Chain Manager**, EGC Critical Components
- **Planner** , Bearing Plus
- **Demand Planner**, National Oilwell Varco

If you have additional questions please contact:

**Marisa McNevin, Director of Job Bank,**  
[JobBank@APICS-Houston.org](mailto:JobBank@APICS-Houston.org) or 832-643-5415

## “TERRA GRANDE DISTRICT MEETING NOTES” FEB 2013, ARLINGTON, TX



APICS Houston Chapter is a member of the APICS Terra Grande District. This district consists of chapters and affiliate student chapters within Arkansas, Colorado, Louisiana, Oklahoma, Mexico, New Mexico, and Texas. Terra Grande District meets regularly throughout the year to share the best practices in various chapter related areas.

The last Terra Grande meeting was held in Arlington, TX on February 8 and 9, 2013. APICS Houston Chapter was represented by Reid Garrett, Ron Klein, Eddie Whitfield, Mauricio Hernandez, Santiago Velasquez, and Gozde Capar.

Some of the topics that participants were presented with were the upcoming changes to APICS exams and courseware, membership and sales comparison by district, and the C. K. Nelson paper contest. Participants also had the chance to catch up with their friends from different chapters during the breaks.

During the dinner held on February 8<sup>th</sup>, Bob Collins, director of Professional Development at APICS Corporate, performed with his banjo. Participants had great time singing with him.

You can see one of the songs Bob played during the dinner which is named “Will the Supply Chain Be Unbroken?” The song emphasizes the importance of the CSCP certification as this certification provides individuals with necessary tools to effectively manage global supply chain activities.

**See photo and lyrics of song on Page 15!**

## “THE ART OF ADDING BY TAKING AWAY”

BY MATTHEW E. MAY



NORMALLY I have more ideas than I know what to do with. Several years ago, however, I ran out of them.

At the time, I was working closely with the senior leadership of a very large and successful Japanese company. I had been hired to help it develop new ideas and strategies in the United States, but was struggling with a particularly difficult project that required me to reconcile two completely different perspectives. (Eastern and Western ways of thinking are often at odds with each other.) I found myself at a standstill.

I must not have done a very good job of hiding how useless I was feeling, because a 2,500-year-old snippet of Chinese philosophy found its way to me anonymously, via a handwritten note on a Post-it stuck to my work space.

“To attain knowledge, add things every day. To attain wisdom, subtract things every day,” it said, capsulizing teachings of Lao Tzu. “Profit comes from what is there, usefulness from what is not there.”

My first thought was, “Someone wants me gone — I’d be more useful that way.” But as I read it again and thought about it, lightning struck.

It dawned on me that I’d been looking at my problem in the wrong way. As is natural and intuitive, I had been looking at what to do, rather than what not to do. But as soon as I shifted my perspective, I was able to complete the project successfully.

Even though the idea of subtracting things every day was thousands of years old, it was still radical to me. I decided to explore the idea further.

I discovered an essay by the management educator Jim Collins, in which he confirmed the ancient philosophy: “A great piece of art is composed not just of what is in the final piece, but equally important, what is not. It is the discipline to discard what does not fit — to cut out what might have already cost days or even years of effort — that distinguishes the truly exceptional artist and marks the ideal piece of work, be it a symphony, a novel, a painting, a company or, most important of all, a life.”

In reading several articles in scientific literature, I discovered that subtraction lights up a brain scan differently than addition does, because it uses different circuitry. In fact, accident victims suffering brain injuries often lose their ability to both add and subtract, retaining only one of the two. Subtraction is literally a different way of thinking.

While it hadn’t occurred to me to use subtraction in my own job, I realized that it is at the root of many professions. Scientists, mathematicians and engineers search for theories that explain highly complex phenomena in stunningly simple ways. Musicians and composers use pauses in the music — silence — to create dramatic tension. Athletes and dancers search for maximum impact with minimal effort. Filmmakers, novelists and songwriters strive to tell simple stories that foster both multiple meanings and universal resonance.

The principle of subtraction carries over to the corporate world. Here are some examples: W. L. Gore, recognized as one of the world’s most innovative companies, eliminated job titles in order to release employees’ creativity. When it started out, Scion, the youth-oriented unit of Toyota, decided not to advertise, and it reduced the number of standard features on its vehicles to allow buyers to customize their cars. The British bank First Direct operates successfully without branches, relying instead on Internet, telephone and mobile transactions. Steve Jobs revolutionized the world’s concept of a cellphone by removing the physical keyboard from the iPhone. Instagram, acquired last year by Facebook, grew quickly once its first version, called Burbn, was stripped of many of its features and reworked to focus on one thing: photos.

THINK about what you could do — or rather not do — in your own life that would put these principles into play. There are two easy ways to begin subtracting things every day:

First, create a “not to do” list to accompany your to-do list. Give careful thought to prioritizing your goals, projects and tasks, then eliminate the bottom 20 percent of the list — forever.

Second, ask those who matter to you most — clients, colleagues, family members and friends — what they would like you to stop doing. Warning: you may be surprised at just how long the list is.

The lesson I’ve learned from my pursuit of less is powerful in its simplicity: when you remove just the right things in just the right way, something good happens.

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**Matthew E. May, author of “The Laws of Subtraction”**

You can visit the article at:

[http://www.nytimes.com/2013/01/20/jobs/matthew-may-on-the-art-of-adding-by-taking-away.html?\\_r=1&](http://www.nytimes.com/2013/01/20/jobs/matthew-may-on-the-art-of-adding-by-taking-away.html?_r=1&)

*This article originally appeared in The New York Times on January 20, 2013. Reproduced with permission of Matthew E. May*

APICS Houston Presents

# CPIM in a Year - Fall 2013

**Register at:**  
[www.APICS-Houston.org](http://www.APICS-Houston.org)

**Dates:**  
 Saturdays  
 See schedule below

**Times:**  
 8:00am to 12:00pm

**Location:**  
**Baker Hughes**  
 9100 Emmott Road  
 Houston, TX 77040

**Pricing**  
**Members:**

- Early: \$2,050
- Late: \$2,200

**Non-Members:**

- Early: \$2,250
- Late: \$2,400

Does NOT include testing fees.

**Contacts:**  
**Chuck Connelly**  
 CFPIM, CSCP and CPA  
[Chuck.Connelly@gmail.com](mailto:Chuck.Connelly@gmail.com)



**Save MONEY by signing up for All 5 CPIM Modules**

**Start in September 2013 & Finish in July 2014**



Since 1973, the CPIM program has educated more than 75,000 manufacturing professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

**APICS CPIM PROGRAM BENEFITS**

- Increase your functional knowledge of production & inventory management.
- Improve efficiency of your organization's supply chain.
- Streamline operations through accurate forecasting.
- Predict outcomes more accurately.
- Maximize ROI on systems and technologies.
- Increase profitability by optimizing your organization's inventory investment.
- Enhance your credibility among peers, employers, and customers

	Start	End	No Class	Test
<b>Basics of Supply Chain Management</b>	09/07/13	10/12/13		
<b>Master Planning of Resources</b>	11/09/13	12/14/13	11/28/13	
<b>Detailed Scheduling and Planning</b>	01/25/14	03/01/14		
<b>Execution and Control of Operations</b>	04/05/14	05/03/14		
<b>Strategic Management of Resources</b>	06/07/14	7/12/14	7/5/14	

**Students should schedule exams between classes.**

## “AN UNCONVENTIONAL CLIENT RETENTION STRATEGY”

ANDREA P. HOWE

Most people usually don't think of empathy as having much business value. In fact, you might think if you start empathizing with your clients, you'll lose your edge; you'll appear "soft;" you'll lose business. Here's a compelling story\* about a global firm that turned that conventional wisdom on its ear and transformed a big loss into a big win.

### The News No One Wants to Hear

Once upon a time, a Midwestern U.S. office of a global accounting firm was informed by one of its major clients that the audit work they usually did would be going out to bid. The partners were shocked. "We hadn't seen it coming," one partner said, "and they were very clear that this was final." As a nicety, the client gave them the opportunity to bid.

They brainstormed about why the client could possibly be unhappy with them. What had they done to get the boot? What might have been said at the meeting that resulted in this decision?

Once they had a pretty good idea what the issues could have been, they did something dramatic.

### Sometimes Not Risking is Very Risky

Instead of using their 90-minute time slot to do a conventional presentation, four of their partners acted out a skit for the four client executives. They role-played those very execs having that decisive meeting.

They said things like, "Well, those audit folks just haven't showed us that they have what it takes." "That's right, they haven't been proactive enough." They humbly and genuinely gave voice to the critical thoughts they imagined the client was thinking.

### Unexpected Returns

"We were prepared to get yanked out of there in two minutes," one partner said. "And, in fact, after five minutes, we stopped and asked them if they wanted us to stop. But they were fascinated; they asked us to keep going. And we did, for nearly an hour. We just kept talking—as if we were the

client—about the things that we had done wrong and should have done better. And the client listened."

Here's the extraordinary ending to the story: the client rescinded their decision to put the work out to bid, and the firm got the job back. Why? Because they had been able to prove they understood their client's concerns—in an honest and effective demonstration of empathy. They showed they had finally been listening. As a result, they won the right to try again.

### The Business Value of Empathy

Seeing things from the clients' perspective requires more than just taking good notes, muttering "I understand" from time to time, or periodically pausing to summarize the content of their communications. It means taking the time to tune into the tone, mood, and emotion—the music—as well as the words. It means reflecting it all back accurately and frequently. It means differentiating yourself by not just being the smart ones, but the ones who really get it—not just during the tough times, but all the time.

Bring empathy to the table from the get-go and your chances of getting a nasty unexpected surprise diminish greatly. Pull out all the empathy stops when things go awry and you dramatically improve the odds that you at least salvage the relationship, if not the contract.

Add empathy to your business toolbox and see what it does to help you gain and retain clients for the long haul.

**Andrea P Howe** is an Associate with Trusted Advisor Associates LLC

Read more about Andrea at

<http://trustedadvisor.com/consultants.andreahowe/>

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## WHAT WOULD YOU DO WITH A 13% RAISE?

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According to the Operations Management Employment Outlook, APICS CPIM designees, on average, earn 13 percent more than their counterparts. Distinguish yourself and enhance your marketability by earning the internationally recognized APICS Certified in Production and Inventory Management (CPIM) designation.

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Contact **Chuck Connelly, VP of Education,**  
[VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org) or 713-256-7500

# APICS HOUSTON CHAPTER

## BOARD OF DIRECTORS 2012 – 2013

The Houston APICS Chapter Board is a dedicated team of people that work to provide relevant events and services to chapter members. Your **feedback is essential** for continuous improvement, so please contact us with comments, suggestions and improvement ideas.

Position	Name	Contact
<i>President</i>	Tish Patel	<a href="mailto:President@APICS-Houston.org">President@APICS-Houston.org</a>
<i>Secretary</i>	Reid Garrett	<a href="mailto:Secretary@APICS-Houston.org">Secretary@APICS-Houston.org</a>
<i>Treasurer</i>	Ron Klein, CSCP, PCFIM	<a href="mailto:Treasurer@APICS-Houston.org">Treasurer@APICS-Houston.org</a>
<i>Ex Officio President</i>	Steve Hasson, MBA, CSCP	<a href="mailto:Ex-Officio@APICS-Houston.org">Ex-Officio@APICS-Houston.org</a>
<i>VP of Education</i>	Chuck Connelly, CFPIM, CIRM, CSCP, CPA	<a href="mailto:VPEducation@APICS-Houston.org">VPEducation@APICS-Houston.org</a>
<i>VP of Student Activities</i>	Eddie Whitfield, CPIM, CIRM, CSCP, MBA, PE	<a href="mailto:VPStudentActivities@APICS-Houston.org">VPStudentActivities@APICS-Houston.org</a>
<i>VP of Membership</i>	Tom Chambers, CSCP, PMP	<a href="mailto:Membership@APICS-Houston.org">Membership@APICS-Houston.org</a>
<i>VP of Marketing</i>	Gozde Capar, MS, CSCP, CSSBB	<a href="mailto:VPmarketing@APICS-Houston.org">VPmarketing@APICS-Houston.org</a>
<i>VP of Communications</i>	Santiago Velasquez	<a href="mailto:VPCommunications@APICS-Houston.org">VPCommunications@APICS-Houston.org</a>
<i>Director of Programs</i>	Bill Cure, CFPIM, CIRM, CSCP, PMP	<a href="mailto:Programs@APICS-Houston.org">Programs@APICS-Houston.org</a>
<i>Director of Education</i>	Michael Cole CPIM, CSCP	<a href="mailto:Education@APICS-Houston.org">Education@APICS-Houston.org</a>
<i>Director of Company Coordinators</i>	Jim Nolan MBA, CSCP	<a href="mailto:CompanyCoordinators@APICS-Houston.org">CompanyCoordinators@APICS-Houston.org</a>
<i>Director of Seminars</i>	Mauricio Hernandez, MBA, CPIM, CSCP	<a href="mailto:Seminars@APICS-Houston.org">Seminars@APICS-Houston.org</a>
<i>Director of Membership</i>	Duane Chandler, CSCP, CPIM	<a href="mailto:CRM@APICS-Houston.org">CRM@APICS-Houston.org</a>
<i>Director of Job Bank</i>	Marisa McNevin	<a href="mailto:JobBank@APICS-Houston.org">JobBank@APICS-Houston.org</a>
<i>Director at Large</i>	Chris Agner	<a href="mailto:CompanyCoordinators@APICS-Houston.org">CompanyCoordinators@APICS-Houston.org</a>

If you want to get involved with the Houston APICS Chapter, please **contact your company coordinator**. You can also **contact our President or board members** for assistance. Thank you for your support.

## LIST OF COMPANY COORDINATORS

Below, a list of the company coordinators that are currently working with the APICS Houston Chapter. Please contact your **local company coordinator** for more information about Chapter services and events.

Company Coordinator	Company	Company Coordinator	Company
Chris Agner	National Oilwell Varco - Westchase	Ken Jamison	Weatherford - Gulf Bank
Rob Bytheway	Baker Hughes	Bob Kirkpatrick	National Oilwell Varco - Bammel
Peter Cayea	Cameron International	Lisa Leroux	Weatherford
Prasanth Chakra	Bayer	Larry McClellan	Schlumberger - HPC
Duane Chandler	Weatherford International	Heidi McKnight	National Oilwell Varco - FM 529
Madhavi Chiruvolu	Toshiba	Gary Mundell	National Oilwell Varco - FM 529
Lana Forrest	Baker Hughes	Jim Nolan	FMC Technologies
Bob Gardner	Pathfinder/Schlumberger	Patrick Paro	Del Packaging
Steven Hasson	TSP	Giovanni Ramirez	National Oilwell Varco - Galena Park
Chuck Hayes	Cameron - Flow Control	Angelina Rodriguez	National Oilwell Varco - Air Center Blvd
Kevin Helm	Oceaneering	Chaitanya Saha	National Oilwell Varco - West Little York
Cathy Hernandez	Halliburton Energy Services	Ram Santhanavaradan	National Oilwell Varco - Conroe
Mauricio Hernandez	Shell	Don Thomas	Unisource
Carol Hickman	Hewlett-Packard	Kevin Tye	Weatherford International - Northwoods
Mark Hoffman	Cameron Drilling Systems	Nick Webster	National Coupling Company
Tracy Hughey	Akzo Nobel	Tony Xu	Foxconn
		Robert Yagel	Goodman Manufacturing

## “HOW TO MAKE A GREAT FIRST IMPRESSION IN A JOB INTERVIEW” — CAREER TIPS WITH DEBORAH WALKER

The first few minutes of a job interview are critically important for creating a good first impression. In fact, the first 30 seconds can make you or break you. Interviewers gather clues about you based on the way you look, how you shake hands, the eye contact you make and the first words that come out of your mouth. It pays to have a strategy for creating a great first impression every time you interview. Here are five tips for starting your interview off on the right foot.

### 1. Dress for the White House.

If you were invited to interview with the President of the United States in the Oval Office, there would be no question in your mind as to the level of professionalism you'd want to portray. Your grooming would be impeccable, your clothes spotless and lint free, your shoes in perfect condition. Yet job seekers often make the mistake of dressing too casual for job interviews. Never dress business casual for a job interview. Your suit should be classic in style, and conservative in color. Women, don't wear low necklines or short skirts. Men, make sure your shirt is pressed to perfection and your tie isn't too loud. Likewise, avoid all perfumes, scented deodorants and aftershave lotions. By the way you dress you announce to the interviewer how important you see him and his company.

### 2. Your handshake tells all.

Remember when deals were made on a handshake? That should give you an idea of how important society views the handshake. Your interviewer will read your character in your handshake. He'll decide how honest you are by the way you shake his hand. A limp handshake reveals lack of interest. An aggressive handshake gives the impression of an overly eager or desperate candidate. A tip-of-the-fingers shake says lack of sincerity. Sweaty palms shows fear.

If handshaking isn't part of your daily routine, chances are your handshake is less than what it ought to be. The best way

to practice is to go to some kind of social event where you'll have the opportunity to meet many new persons. Make it a game to shake as many hands as you can. See what you can read in others by the way they shake hands. Use the time to perfect your handshake so that your next interview you'll stick out your hand with confidence.

### 3. Mirror your interviewer.

The quickest way to connect with your interviewer is to mirror their speaking style. If he speaks fast, you speak fast. If he has a slow manner of speaking, so do you. More importantly, you must match the level of detail that your interviewer speaks with. There are some people that communicate very directly. When asked a question, they answer in the shortest manner possible. Others are story tellers who embellish their language with plenty of details. You must listen very carefully to your interviewer to discover their level of detail in communicating. If you provide too much detail to one who is direct, you will overload them with what they see as extraneous information. They will quickly lose interest in you. On the other hand, if you are too direct in your answers to one who enjoys details they will suspect that you are trying to hide facts.

It's true that you only have one opportunity to make a first impression. If you blow the first few minutes of your interview you may have lost your chance at a great job. Remember, you'll most likely interview several people for each job opportunity. You'll have to make a great first impression with each interviewer. Don't get lax in your first-impression strategy. Use these tips for each and every person you interview with and you'll be on your way to your next best career opportunity.

**Deborah Walker**, Certified Career Management Coach

Contact at [Deb@Alphaadvantage.com](mailto:Deb@Alphaadvantage.com)

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## DISCOVER APICS MEMBERSHIP BENEFITS

The APICS Houston Chapter kindly invites you to become an APICS member, to obtain the following benefits:

- Access the extensive APICS body of knowledge—the most expert, current, and relevant education in operations and supply chain management.
- Enhance your career skills through APICS certification.
- Connect to an impressive community of nearly 40,000 members around the globe—all committed to building excellence in operations management.

APICS offers a broad range of memberships:

- **Professional**, ideal for professionals in North America
- **International e-membership**, ideal for professionals outside North America
- **Joint international**, ideal for professionals in a country outside North America with an APICS international associate
- **Academic professional**, ideal for academics currently working in supply chain and operations management education

Contact Tom Chambers, [VPMembership@APICS-Houston.org](mailto:VPMembership@APICS-Houston.org)

## “APICS HOUSTON STUDENTS — WINNERS AT STUDENT CASE COMPETITION”

One hundred and eight (108) students from 14 different schools competed as 25 teams in the APICS West Coast 7th Annual Student Case Competition on February 22-23, 2012 in Phoenix, Arizona. This event was hosted by the APICS Southwest District. There were two separate divisions – a Graduate and an Undergraduate division. Eleven (11) teams competed in the graduate division, and 14 teams in the Undergraduate division.

University of Houston (Team 2) took first place in the Graduate Division. Second place was awarded to another team from University of Houston (Team 13).

University of Portland (Team 19) took first place in the Undergraduate Division. Second place was awarded to University of San Diego (Team 5).

**The University of Houston first place team received the highest score out of the two divisions and will be invited to compete at a case competition at the APICS International Conference & Expo in Orlando, FL in September.**

Students were given the case problem at approximately 9 a.m. on Friday morning by case author [John Newlyn, CFPIM, CIRM, CSCP](#). At 4 p.m. that same day they submitted an executive summary case solution and PowerPoint presentation. All teams presented Saturday evening to determine the top two teams from each division that would compete in the final round of judging Saturday morning. The judges for the final round were the chapter leaders of the Southwest District.

The case was based on a real digital billboard manufacturing company that was seeking recommendations for the allocation of one million dollars for business operations. Students took on the role of a consultant organization and presented their recommendation for which activities to fund. Students competed for cash awards provided by the chapters of the Southwest, Pacific Western, and Terra Grande Districts.

Teams are listed below and color-coded by District.  
**Southwest, Pacific Western, & Terra Grande:**

### Undergraduate Teams

- Team 1 - Sam Houston State University
- Team 4 - Portland State University
- Team 5 - University of San Diego
- Team 6 - Universidad Autonoma de Ciudad Juarez
- Team 7 - Cal Poly Pomona
- Team 8 - CSU, San Marcos
- Team 9 - Cal Poly Pomona
- Team 10 - Cal Poly Pomona
- Team 11 - CSU, San Bernardino
- Team 12 - CSU, San Bernardino

Team 17 - San Diego State University

Team 19 - University of Portland

Team 20 - CSU, Northridge

Team 24 - University of Portland

### Graduate Teams

Team 2 - University of Houston

Team 3 - University of Texas at El Paso

Team 13 - University of Houston

Team 14 - San Diego State University

Team 15 - Thunderbird

Team 16 - Thunderbird

Team 18 - University of Houston

Team 21 - Thunderbird

Team 22 - HULT International Business

Team 23 - HULT International Business

Team 25 - HULT International Business

The team members from the APICS Houston Student Chapters are as follows:

### University of Houston

**1st Place**- Hsin-Mei Chen, Daniyal Inamullah, Marco Guzman, James Montague, Andrew Stephens

**2nd Place** - Morgan Barsi, Jennifer Campbell, Zainab Hamidaddin, Thomas Locke, Christopher Manfredi

**3rd Place (Tie)** - Owen Davies, Don Quigley, David Sardi, Claudia Serrano

### Sam Houston State University

**3rd Place (Tie)** - Sahabia Ahmed, Sagar Khatri, Sebastiaan Roling, Thilo Schumacher

Dr. Gordon Smith, University of Houston, Dr. Qiannong (Chan) Gu, Sam Houston State University, and Eddie Whitfield, CPIM, CIRM, CSCP, P.E., APICS VP of Student Activities attended the event with the APICS Student Chapters. Special thanks go to Dr. Kunpeng Li, Sam Houston State University, and Steve Hasson, TSP, for their assistance in preparing our student teams for the competition.



## “LEAN INVENTORY MANAGEMENT”

### HOUSTON APICS CHAPTER SEMINAR, APRIL 12



Under the GAAP accounting standard, Inventory is considered to be an asset--but is it really that?

If Inventory is “short term” then it is an asset: far too often our inventory management system might more correctly be referred to by the acronym F.I.S.H. First In—Still Here.

Attend this interactive seminar and get solutions that you can put in place immediately to ensure more accurate inventory counts and a better-run, thorough, and less frustrating inventory process for everyone concerned.

#### Date, Time, and Location, Cost

Seminar will take place on April 12th, 2013 from 8:30 am to 5:00 pm,

**Half-day seminar \$175; Full day seminar \$300**

**Presenter:** Bill Cure, CFPIM, CIRM, CSCP, PMP, CSM

**Contact** Mauricio Hernandez, [Seminars@Apics-Houston.org](mailto:Seminars@Apics-Houston.org)

#### Topics included in this seminar:

- *Inventory Planning and Physical Inventories*
- *Focused Cycle counting*

## “WILL THE SUPPLY CHAIN BE UNBROKEN?”

### SONG & LYRICS BY BOB COLLINS, TERRA GRANDE MEETING



*I was standing by my fact'ry  
When the trucks came rollin'in  
With a load of goods from China  
And the paperwork screwed up again!*

#### Chorus

*Too much inventory in the pipeline  
Lead paint on all the children's toys  
They tell me twelve crates fell into the ocean  
My green supply chain has turned turquoise*

#### Chorus

*I need help, I need education  
Total cost are higher than I believed  
And I studies for my CSCP*

#### (New) Chorus:

*Will the supply chain be unbroken?  
All the way from China to St. Paul?  
CSCP is my certification  
And now I can understand it all*

*Now all my customers and my suppliers  
Are as happy as they could be  
I've taken waste out of the supply chain  
If I could only take some waist off of me*

#### Last Chorus (2x)

*Will the supply chain be unbroken?  
All the way from China to St. Paul?  
CSCP is my certification  
And now I can understand it all*

#### Chorus:

*Will the supply chain be unbroken?  
All the way from China to St. Paul?  
What I need is a certification so I can understand it all.*

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## “HOUSTON STUDENTS WIN CASE COMPETITION”



The University of Houston participants are pictured from left to right: Claudia Serrano, Daniyal Inamullah, Marco Guzman, James Montague, Zainab Hamidaddin, Dr. Gordon Smith, Jennifer Campbell, Morgan Barsi, Andrew Stephens, David Sardi, Hsin-Mei Chen, Don Quigley, Owen Davies, Thomas Locke and Eddie Whitfield (Team member Christopher Manfredi not shown)