

THE HORIZON



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New APICS CPIM in a Year Class on Page 4!

Visit us at:
www.APICS-Houston.org

PDM, FEBRUARY 20— CREATING A CHANGE-CAPABLE ORGANIZATION



This presentation takes the mystery out of how to create and sustain a change management program that will support any operations management project or company program initiative.

Mark Hordes, a change management authority and best selling author, has found that the greatest sources of failure can be clearly linked to a lack of change readiness, invisible leadership, inadequate change resources, non-existing change metrics and low employee engagement and involvement.

And, why should I, as a SCM professional "care" about Creating a Change Cable Organization? **Read more details on page 12**

NEW 2014 CPIM-IN-A-YEAR OFFERING — HOBBY AIRPORT LOCATION

Our APICS CPIM in a Year for 2014 quickly sold out during the last quarter of 2014.

In order to continue to offer education services to the Houston Market, The APICS Houston Chapter is proud to announce it's new CPIM In a Year class being held at a location near Hobby Airport.



Enroll now! Read more on Page 4

UPCOMING SEMINAR, APRIL 10 BASICS OF S&OP SEMINAR!

APICS is partnering with the APICS Houston Chapter to present the Principles of S&OP seminar. This seminar gives managers and planners a thorough understanding of the principles and functions of sales and operations planning (S&OP).

Attendees will acquire an abundance of practical tools to enable their organizations to run more efficiently, increase productivity and reduce operational costs. This is a not-to-be-missed event for anyone wanting to advance their knowledge in S&OP.

Earn seven certification maintenance points and qualify for seven hours toward the S&OP certificate when you attend this seminar.

Read more details on page 9

PRESIDENT'S MESSAGE



During January, the APICS Houston Board of Directors (BODs) focused on our Financial Statements, Treasury Process and Business Processes. Our Strategic Plan review will continue in a few months as we realized our initial focus on processes which had not been reviewed in several years was critical to our success and updating our Strategic Plan. We are preparing to have our CPA file our Information Filing with the IRS (APICS Houston is tax exempt, but we still are required to file with the IRS) in February. Following the filing we are preparing for a formal audit during March 2014.

As mentioned before, our financials are in fabulous shape from a revenue and bank account perspective. However, our Chapter has not had a formal external audit in many years. As such, we believe that a formal review should be performed to certify our financials and IRS filings.

PROFESSIONAL DEVELOPMENT MEETINGS

In February, Mark Hordes will present *"How to Create a Change-Capable Organization"*. This presentation takes the mystery out of how to create and sustain a change management program that will support any operations management project or company program initiative.

Registration for this unique event is currently available. For more information, visit our website at www.APICS-houston.org or contact Catherine Brown at Programs@APICS-Houston.org.

In January, Ted Olaye, a SAP Supply Chain Integration Advisor with Reveal USA and Bill Cure, an APICS Master Instructor and independent SCM consultant, presented ***"Big Data Analytics: What is it and Why Should I Care"***. The presentation illustrated why "Big Data" is here to stay.

The presentation explained that extremely large amounts of complex data are today in competitive supply chains. Companies are using large (often measured in petabytes/company) and growing mountains of data more effectively to adapt to changing marketing. Other companies are not and have lost market share and are struggling in the market place. The presentation provided examples and results why "Big Data" should be on the forefront of every company.

STUDENT CASE COMPETITION

Students from the University of Houston Graduate Program and Sam Houston State University Undergraduate Program prepared in January for the APICS West Coast Student Case Competition to be held February 21-22 in Costa Mesa, CA.

Any full-time university student who is an APICS Student Chapter Member is eligible to compete in the competition.

Teams of 2-5 students are given a case study based on a real company with a specific operations management problem. Each team will develop solutions and present them in written form and as an oral presentation.

APICS Houston is proud to continue to sponsor APICS Student Chapter teams again this year. Remember, last year the University of Houston took 1st and 2nd Place in the event. This year, the teams really have challenges to "live up" to last year's teams.

6-PACKED CONFERENCE

The Terra Grande District of APICS will present the 10th annual 6-Packed Supply Chain Conference in Dallas, Texas on March 6th and March 7th at the Crowne Plaza Dallas. The event will feature over 30 sessions presented by recognized supply chain leaders covering several topical areas including:

- Implement Lean Initiatives
- Successfully Reduce Inventory Costs and Investment
- Improve Your Supplier's Performance
- Plan Better to Execute Better
- Pragmatically Implement "Green" Initiatives

For attending the event both days, you will earn 16 certification maintenance hours. The following link and people can provide more information: www.6packed.org/

APICS CLASSES

Our winter classes sold out and registration is open for our spring classes. If you have interest in registering for our classes, I highly suggest planning ahead and registering early to insure class availability. Unfortunately, we continue to have to decline registrations when our classes are full.

APICS Houston is planning to hold classes in new locations during 2014. Look for classes in Southeast Houston, East Houston and The Woodlands as we attempt to satisfy our clients.

For more details, please see the APICS Education and Certification page in this newsletter or visit our website at www.APICS-Houston.org

Best Regards,

Eddie Whitfield CPIM, CIRM, CSCP, MBA, P.E.
 President, 2013-2014
 APICS Houston Chapter 36
President@APICS-Houston.org

APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

Feb-14			
Date	Event	Speaker	Location
20-Feb	PDM: How to Create a Change Capable Organization	Mark Hordes	Hess Club
Mar-14			
Date	Event	Speaker	Location
6-Mar	6-Packed Regional Conference	Various	Dallas, Texas
20-Mar	PDM: To Be Defined	TBD	Hess Club
Apr-14			
Date	Event	Speaker	Location
10-Apr	Principles of S&OP Seminar	Anthony Zampello, CPIM, CIRM, CSCP	Hess Club
17-Apr	PDM: To Be Defined	TBD	Hess Club

For more information, go to www.APICS-Houston.org, under Events

WHO ARE YOUR CUSTOMERS?

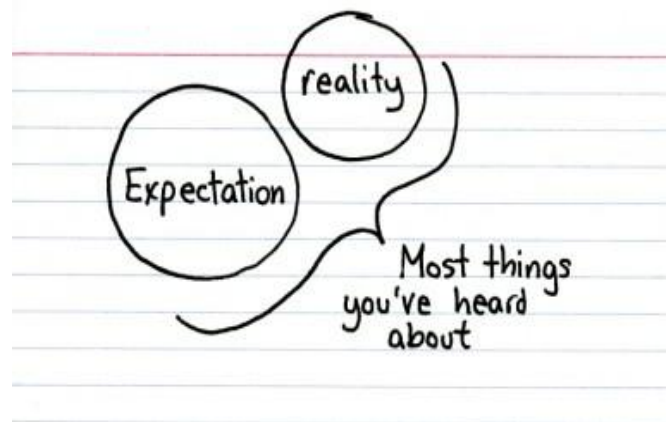
Answering, "anyone who pays us money," is a cop out.

Almost as bad is describing your customers by demographics. It's only a little interesting to know that they are, on average, 32 year old, white, male, lacrosse fans.

No, what we need to know is:

- What do they believe?
- Who do they trust?
- What are they afraid of and who do they love?
- What are they seeking?
- Who are their friends?
- What do they talk about?

WAS NOT EXPECTING THAT



Seth Godin, Best selling author and speaker
<http://sethgodin.typepad.com/>

Courtesy of Jessica Hagy, www.ThisIsIndexed.com

Reproduced with permission of Seth Godin

APICS HOUSTON CHAPTER presents

CPIM in a Year - April 2014



Register at:
www.APICS-Houston.org

Dates:
 Tuesdays and Thursdays
 See schedule below

Times:
 6:00pm to 9:00pm

Location:
Close to Hobby Airport

Powell Industries
 8550 Mosley
 Houston, TX 77075

Pricing
Members:
 • Early: \$2,150
 • Late: \$2,300

Non-Members:
 • Early: \$2,350
 • Late: \$2,500

Does NOT include testing fees. You do NOT have to take a class to take the ex-

Contacts:
 Chuck Connelly
 CFPIM, CSCP and CPA
VPEducation@APICS-Houston.org



Save MONEY by signing up for All 5 CPIM Review Modules

Start in April 2014 & Finish in January 2015



Since 1973, the CPIM program has educated more than 100,000 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

PROGRAM SCHEDULE (Classes Fill Quickly)

	Start	End	Test
Basics of Supply	04/29/14	05/29/14	✓
Master Planning of	07/08/14	07/31/14	✓
Detailed Scheduling	09/09/14	10/07/14	✓
Execution and Con-	10/28/14	11/20/14	✓
Strategic Management of Resources	01/06/15	01/29/15	✓

Students should schedule exams between classes. You must complete an Authorization to Test at www.APICS.org

APICS EDUCATION AND CERTIFICATION

2014 COURSE SCHEDULE

Certified Supply Chain Professional (CSCP)					
Class	Schedule	Days	Time	Location	Early Reg Ends
Spring CSCP	March 25 to June 17	Tuesdays	6:00pm to 9:00pm	Baker	7-Mar
Fall CSCP	Sept 9 to Nov 11	Saturdays	8:00am to 12:00pm	Baker	26-Aug
Class	Schedule	Days	Time	Location	Early Reg Ends
CPIM in a Year (All Five Modules) - Save \$380 By Committing to All Five Modules					
Spring CPIM in a Year	April 29 to Jan 29	Tue and Thu	6:00pm to 9:00pm	Powell	21-Dec
Winter 2014 Individual Classes					
Master Planning of Resources	March 4 to April 3	Tue and Thu	6:00pm to 9:00pm	Baker	22-Feb
Spring 2014 Individual Classes					
Execution & Control of Operations	April 5 to May 3	Saturdays	8:00am to 12:00pm	Baker	22-Mar
Basics of Supply Chain Mgmt	April 29 to May 29	Tue and Thu	6:00pm to 9:00pm	Powell	18-Apr
Detailed. Sched. & Planning	May 6 to June 3	Tue and Thu	6:00pm to 9:00pm	Baker	19-Apr
Strategic Mgmt of Resources	June 7 to July 12	Saturdays	8:00am to 12:00pm	Baker	23-May
Summer 2014 Individual Classes					
Master Planning of Resources	July 8 to July 31	Tue and Thu	6:00pm to 9:00pm	Powell	27-Jun
Execution & Control of Operations	Aug 12 to Sept 4	Tue and Thu	6:00pm to 9:00pm	Baker	26-Jul
Fall 2014 Individual Classes					
Detailed. Sched. & Planning	Sept 9 to Oct 7	Tue and Thu	6:00pm to 9:00pm	Powell	30-Aug
Strategic Mgmt of Resources	Oct 7 to Oct 30	Tue and Thu	6:00pm to 9:00pm	Baker	20-Sep
Execution & Control of Operations	Oct 28 to Nov 20	Tue and Thu	6:00pm to 9:00pm	Powell	18-Oct
Winter 2015 Individual Classes					
Strategic Mgmt of Resources	Jan 6 to Jan 29	Tue and Thu	6:00pm to 9:00pm	Powell	20-Dec

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
Powell (Near to Hobby Airport)	8550 Mosley	Houston	TX	77075

FIVE SIGNS THAT IT'S TIME TO LOOK FOR A NEW JOB



Five Signs That It's Time To Look For A New Job

If you're not as happy with your job as you were a year ago it's time to step back and analyze your career life.

Here are five signs that it might be time to look for a new job.

- You dread Mondays
- Are often bored at work
- Your new boss is a bully
- Have no enthusiasm or sense of self-worth
- Question your choice of industry or occupation

Any of the above signs indicate a need for change. The biggest career mistake is to ignore those indicators. A head-in-the-sand mentality can lead to a downward career spiral that ends with disappointment and "what if" regrets.

Here are three great ways to facilitate positive change.

1. Analyze your career choice.

Don't make the mistake of throwing away a good career (ex. accounting, sales, finance) when the problem is really

the person you work for. On the flip side, if you're not cut out for sales, then simply changing employers isn't going to help the problem.

2. Update your resume.

Updating your resume can give you a great confidence boost. You'll feel better immediately if you know you are ready whenever opportunity knocks.

3. Brush up your interview skills.

You'll feel much more confident and comfortable if your interview skills are honed before you step into the first interview.

If you meet two or more of the five indicators of job dissatisfaction it's probably time to make a change. Don't procrastinate your decision to make a change for the better. As time goes by your work-place problems may very well intensify. If you wait too long you may end up acting in desperation which seldom leads to the best outcomes.

Deborah Walker, Certified Career Management Coach

Contact at Deb@Alphaadvantage.com

Website: <http://alphaadvantage.com>

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

We can help you. Invest in training yourself and your employees.

Please contact Chuck Connelly CFPIM, CSCP, CPA

VP of Education, APICS Houston Chapter

VPEducation@APICS-Houston.org or 713-256-7500

APICS DICTIONARY 13TH EDITION

DEFINITION: MANUFACTURING LAYOUT STRATEGY

Manufacturing Layout Strategy

An element of manufacturing strategy. It is the analysis of physical capacity, geography, functional needs, corporate philosophy, and product-market/process focus to systematically respond to required facility changes driven by organizational, strategic, and environmental considerations.

APICS Houston Chapter

2014 CERTIFIED SUPPLY CHAIN PROFESSIONAL

Register Now for Spring Session— Early Registration Deadline Ends March 7

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 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	March 25 to June 17	Tuesdays	6:00pm to 9:00pm	Baker Hughes	3/7/14
Fall CSCP	Sept 6 to Nov 8 **	Saturdays	8:00am to 12:00pm	Baker Hughes	8/26/14

* No class on Mar 8 for 6Packed Conference

** No class on Oct 21 for International Conference

Class	Member Price		Non-Member Price	
	Early	Late	Early	Late
CSCP	\$1,940	\$2,040	\$2,140	\$2,240

- Contact Chuck Connelly CFPIM, CSCP, CPA at VPEducation@APICS-Houston.org for more information
- For more information on our programs or to register, please visit our website at www.APICS-Houston.org

DO YOU KNOW YOUR PARTS?

BY JOSH HOWARD



Do you import parts? - Does U.S. Customs agree your cargo should be classified as a “part”?

When importing into the United States, importers must be aware that what they may consider a part, may not be classified by U.S. Customs the same way.

The United States Customs and Border Protection (CBP) has specific definitions that spell out what under definitive circumstances is considered a “part”. These specific definitions may impact the tariff classification cargo number, and this may increase or decrease the duty obligation, thus impact your landed costs.

According to CBP, and additional U.S. Rules of Interpretation, a part is defined as:

“a provision for parts of an article covers products solely or principally used as a part of such articles but a provision for “parts and accessory” shall not prevail over a specific provision for such part or accessory.”

Thus, if a part isn’t made for a specific widget, and there is a tariff number that better describes that specific part, you are obligated to use the tariff number with the better suited description. Keep in mind, the tariff classification can make a significant impact on the landed costs of a company’s import, and may even change where the company sources material.

Consider this: *“A buyer procures Reducers and Elbows from a vendor in Asia. The Reducers and Elbows will be installed in*

a refinery furnace, and will eventually become part of the furnace. The vendor quoted a cost of \$1,000,000, and a proposed tariff number. The tariff number provided is designated for items that are parts of a furnace, and because the import was considered a part of a furnace, it had a duty rate of free.

As the order was being prepared for import, upon further review it was noted that the tariff number for parts could not be used in this case, and a classification for Reducers and Elbows was available. When the actual classification was clear, it was discovered that the actual duty rate was increased to 6.2%, resulting in an impact of an additional \$62,000 in duty.”

So...if you are importing items for capital projects, or for normal business operations, beware... foreign suppliers are not experts in U.S. Custom Rules and Regulations. If there are errors in classifications, it is the importer of record who will be held accountable by U.S. Customs. When you’re buying & selling around the globe, understand U.S. Customs expects the importer of record to know what is considered a “part”.

Do you...Know Your “Parts”?

Josh Howard, LCB CSCP, Director at APICS Houston Chapter
 Josh Howard, LCB, CSCP is a Supply Chain Professional based in Houston, TX. Josh is both a Licensed Customs Broker and Certified Supply Chain Professional.
 Contact at howardic19@gmail.com

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

- Promote and distribute newsletters, seminar brochures, and other APICS literature to interested parties and key personnel
- Provide feedback to the Board of Directors regarding areas of improvement and your company's educational needs

For more information, please contact **Guillermo Lucero, Director of Company Coordinators,**
CompanyCoordinators@APICS-Houston.org

To see the **list of current company coordinators**, go to
http://www.apics-houston.org/?page=Our_CC



Houston,
April 10

JOIN APICS FOR AN S&OP

Register today to reserve your spot!

APICS is partnering with the APICS Houston Chapter to present the Principles of S&OP seminar. This seminar gives managers and planners a thorough understanding of the principles and functions of sales and operations planning (S&OP).

Through participation in hands-on exercises and in-depth discussions, attendees will learn:

- The inputs needed to effectively develop the S&OP process
- What the S&OP planning grid looks like and how the data elements are calculated
- How the S&OP process translates into production and inventory plans
- The outputs from the S&OP process

- The impact that S&OP output has on the distribution plan
Attendees will acquire an abundance of practical tools to enable their organizations to run more efficiently, increase productivity and reduce operational costs. This is a not-to-be-missed event for anyone wanting to advance their knowledge in S&OP.

Earn seven certification maintenance points and qualify for seven hours toward the S&OP certificate when you attend this seminar. Learn more at www.apics.org/SOP

Where: DoubleTree Suites Hilton @ 5353 Westheimer Rd,

When: Apr 10th

Hours: 9 AM to 5 PM

For more information, contact

Mauricio Hernandez, Director of Seminars

Seminars@APICS-Houston.org

THE CORPORATE DILEMMA



DISCOVER APICS MEMBERSHIP BENEFITS

The APICS Houston Chapter kindly invites you to become an APICS member, joining thousands of professionals world wide. By joining APICS, you obtain the following benefits:

- Access the extensive APICS body of knowledge—the most expert, current, and relevant education in operations and supply chain management.
- 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, International e-membership, Joint international, Academic professional.**

For more details, Contact **Tom Chambers, VP of Membership**
VPMembership@APICS-Houston.org

10th Annual 6-Packed Supply Chain Conference

Presented by ILDI and the APICS Chapters of the Terra Grande District



Thursday, March 6th and Friday, March 7th 2014 in
Dallas, Texas

ILDI and the APICS Chapters of the Terra Grande District proudly present the 10th annual 6-Packed Conference in Dallas, Texas on March 6th and 7th, 2014. Once again, we will feature over 35 sessions presented by recognized supply chain leaders covering 8 topical areas in the General Sessions and a Special Planning Certificate Program. Earn 16 certification maintenance hours when you attend both days.

Why Attend:

1. Learn best practices from supply chain experts
2. Develop your people and yourself
3. Network and share best practices

General Sessions (5 concurrent sessions) covering

- Improving the Supply Side of your Supply Chain
- Continuous Improvement
- Developing Leaders and Enhancing Your People Skills
- S&OP and Supply Chain Planning
- Sustainability and Risk Management
- Fresh Connection Workshop – Friday Only
- Practical Development Workshops

Special Session (enrollment is limited)

- Advanced Production Planning Certificate Program

Registration

1. Go to our website at www.6Packed.org and click on the Register page.
2. Choose from:
 - One-Day Registration - Thursday Only or Friday Only
 - Two-Day Registration - Select General Session or Special Session

If you register a group, each person can pick what they want to attend each day.

Pay for four people from your organization and send the 5th person free!

Group Registrations
Cheri Freedman
cheri.freedman@gmail.com

Pricing

Early Registration ends on February 18th, 2014

Price includes continental breakfast and lunch	Two-Days	One-Day
Early Registration	\$550	\$350
Late Registration	\$595	\$395

Conference Hotel

Crowne Plaza Dallas Near The Galleria

14315 Midway Road
Addison, Texas 75001

Special Room Rate: \$99/night with complimentary Internet in guest's room.

Must register by February 18, 2014

To Reserve Your Room:

Call 972-980-8877 (local) then press option 1.

Visit our website at:
www.6Packed.org

Join us at our LinkedIn group:
6 Packed Supply Chain Conference

Contacts:

Chuck Connelly
CFPIM, CIRM, CSCP, CPA
Chuck.Connelly@gmail.com
713-256-7500

Chet Frame
CPIM, CSCP
CFrame1@elp.rr.com
915-203-8040

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
President	Eddie Whitfield, CPIM, CIRM, CSCP, MBA, PE	President@APICS-Houston.org
Secretary	Reid Garrett	Secretary@APICS-Houston.org
Treasurer	Steve Hasson, MBA, CSCP	Treasurer@APICS-Houston.org
Ex Officio President	Tish Patel	Ex-Officio@APICS-Houston.org
VP of Education	Chuck Connelly, CFPIM, CIRM, CSCP, CPA	VPprofessionaldevelopment@APICS-Houston.org
VP of Student Activities	Gozde Capar, MS, CSCP, CSSBB	VPStudentActivities@APICS-Houston.org
VP of Membership	Tom Chambers, MBA, CSCP	Membership@APICS-Houston.org
VP of Marketing	Duane Chandler, CPIM, CSCP	VPmarketing@APICS-Houston.org
VP of Communications	Santiago Velasquez	VPCommunications@APICS-Houston.org
Director of Education	Michael Cole CPIM, CSCP	Education@APICS-Houston.org
Director at Large	Chris Agner	Co-CompanyCoordinators@APICS-Houston.org
Director of Seminars	Mauricio Hernandez, MBA, CPIM, CSCP	Seminars@APICS-Houston.org
Director of Job Bank	Marisa McNevin	JobBank@APICS-Houston.org
Director of Horizon	Josh Howard	Editor@APICS-Houston.org
Director of CCs	Guillermo Lucero	CompanyCoordinators@APICS-Houston.org
Director of Programs	Catherine Brown	Programs@APICS-Houston.org

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

**Return Address:**

11152 Westheimer Road #872
Houston, TX 77042-3208



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with your
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To Visit Our Website



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Permit #2274

We're on the Web!
www.APICS-Houston.org

PDM, FEBRUARY 20 — HOW TO CREATE A CHANGE-CAPABLE ORGANIZATION



How to Create a Change-Capable Organization: Experience Success

This presentation takes the mystery out of how to create and sustain a change management program that will support any operations management project or company program initiative.

Mark Hordes, a change management authority and best selling author, has found that the greatest sources of failure can be clearly linked to a lack of change readiness, invisible leadership, inadequate change resources, non-existing change metrics and low employee engagement and involvement.

With failure rates running as high as 70% of projects, process improvement and operations programs, organizations must understand what are the critical success factors to ensure success and drive results to the bottom-line.

Engage your workforce. Create a change strategy and program that is clearly focused and follows a structured process that has been utilized by operations programs and Fortune 1000 companies around the world.

The presentation topics that Mark will include how to:

- Prepare for Change
- Measure Change
- Build a Step by Step Change Management Strategy and Approach
- Manage Resistance, and,
- Reinforce and Sustain Change

Mark is Managing Director of MHMC LLC, and his web address is www.trustedavisortraining.com

Join Us Now!

Where: Hess Club **When:** Feb 20th **Dinner:** 6:00 pm

Presentation: 7:00 pm **How Much:** Members: \$25.00 Non-Members: \$30.00 APICS Student Chapter Members: \$10.00