

# THE HORIZON

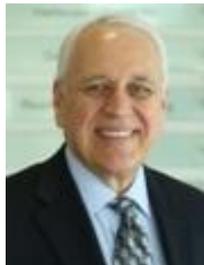


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**New APICS CPIM in a Year Class on Page 4!**

Visit us at:  
[www.APICS-Houston.org](http://www.APICS-Houston.org)

## PDM, MARCH 20 — IS THE SUPPLY CHAIN BROKEN?



Companies worldwide, regardless of size, increasingly deploy intricate supply chains. The globalization of business and consequent complexity of products render any supply chain more sophisticated and difficult to manage. Whether a company buys from one supplier or one hundred, executives must understand and support a robust yet agile supply chain

A company's success depends on all facets of supply chain management performing cohesively and effectively.

And, why should I, as a SCM professional "care" about broken Supply Chains? **Read more details on page 11**

## 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



In February, the APICS Houston Board of Directors (BODs) participated in the Terra Grande District Meeting. The District Meeting was held on a cruise ship with meetings all day Friday and Sunday morning. Saturday was spent in Cozumel, Mexico on various day excursions. The District Meeting focused on APICS current status and direction, National and Chapter education programs and Chapter best practices. The APICS Houston Chapter is very successful in our educational program which has resulted in our financial success and stability.

Last month, the Chapter filed our July 2012 to June 2013 IRS Information Return. The return was filed after the Chapter performed a significant review of our Treasury Processes. These processes provide more traceability as our team established some key performance indicators. Our CPA shall conduct a financial review through the end of March 2014 shortly before the tax season is completed in April. As mentioned before, our financials are in fabulous shape from a revenue and bank account perspective. The financial review will allow a third party to provide insights for improving our practices.

### PROFESSIONAL DEVELOPMENT MEETINGS

A company's success depends on all facets of supply chain management performing cohesively and effectively. Recent unexpected events – such as the 2011 earthquake, tsunami and subsequent nuclear crisis in Japan – have focused businesses worldwide on supply chain risk mitigation.

During our March Professional Development Meeting, Dr. Gordon Smith will present “Is the Supply Chain Broken” Dr. Smith will suggest a series of questions that senior leadership should ask regarding their supply chains. These questions in turn will uncover a series of issues that subsequently require leadership focus and action.

Dr. Gordon Smith is a Clinical Assistant Professor of Supply Chain Management at Bauer College University of Houston. He has over 30 years of executive leadership experience for multinational companies transforming operations, supply chains and customer support organizations in the automotive, telecommunications and oil and gas E&P industries. Registration for this unique event is currently available. For more information, visit our website at [www.APICS-Houston.org](http://www.APICS-Houston.org) or contact Catherine Brown at [Programs@APICS-Houston.org](mailto:Programs@APICS-Houston.org).

In February, Mark Hordes presented “How to Create a Change-Capable Organization”. This presentation discussed

how to create and sustain a change management program that will support any operations management project or company program initiative.

Mark Hordes 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 the critical success factors to ensure success and drive results to the bottom-line.

### STUDENT CASE COMPETITION

Three graduate student teams from the University of Houston and one undergraduate student team from Sam Houston State University competed in February at the APICS West Coast Student Case Competition held February 21-22 in Costa Mesa, CA. All the teams competed very well and tied for third place in their respective divisions.

APICS Houston is proud to continue to sponsor APICS Student Chapter teams. Next year, the Case Competition will have a simulation such that each team will compete against the computer as various supply chain issues are provided to the teams. The simulation method has been used successfully in other competitions and provides “real-world” challenges to each team.

### APICS CLASSES

Registration is still open for some of 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](http://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](mailto:president@apics-houston.org)

## APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

Mar-14			
Date	Event	Speaker	Location
6-Mar	6-Packed Regional Conference	Various	Dallas, Texas
20-Mar	PDM: Is the Supply Chain Broken?	Dr. Gordon Smith	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
May-14			
Date	Event	Speaker	Location
15-May	PDM: To Be Defined	TBD	Hess Club

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

## BUT WHAT IF I FAIL?

**But what is I fail?**

You will.

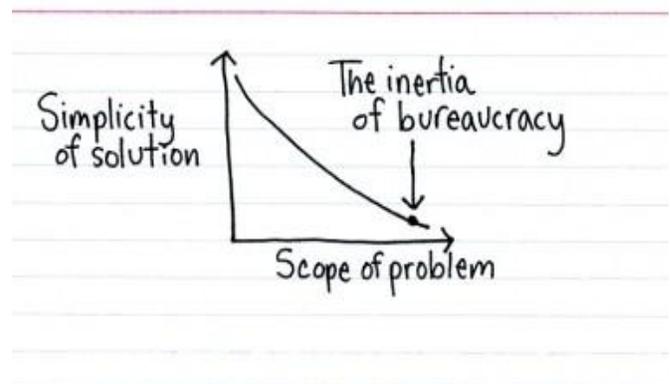
The answer to the what if question is, you will.

A better question might be,

*"after I fail, what then?"*

Well, if you've chosen well, after you fail you will be one step closer to succeeding, you will be wiser and stronger and you almost certainly will be more respected by all of those that are afraid to try.

## SO MANY SLOW MOVING PARTS



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

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

*Reproduced with permission of Seth Godin*

APICS HOUSTON CHAPTER presents

# CPIM in a Year - April 2014

New  
Offering

## Register at:

[www.APICS-Houston.org](http://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](mailto: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
<b>Basics of Supply Chain Management</b>	04/29/14	05/29/14	✓
<b>Master Planning of Resources</b>	07/08/14	07/31/14	✓
<b>Detailed Scheduling and Planning</b>	09/09/14	10/07/14	✓
<b>Execution and Control of Operations</b>	10/28/14	11/20/14	✓
<b>Strategic Management of Resources</b>	01/06/15	01/29/15	✓

Students should schedule exams between classes. You must complete an Authorization to Test at [www.APICS.org](http://www.APICS.org)

# APICS EDUCATION AND CERTIFICATION

## 2014 COURSE SCHEDULE

<b>Certified Supply Chain Professional (CSCP)</b>					
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
<b>CPIM in a Year (All Five Modules) - Save \$380 By Committing to All Five Modules</b>					
Spring CPIM in a Year	April 29 to Jan 29	Tue and Thu	6:00pm to 9:00pm	Powell	21-Dec
<b>Winter 2014 Individual Classes</b>					
Master Planning of Resources	March 4 to April 3	Tue and Thu	6:00pm to 9:00pm	<b>FULL</b>	
<b>Spring 2014 Individual Classes</b>					
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
<b>Summer 2014 Individual Classes</b>					
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
<b>Fall 2014 Individual Classes</b>					
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
<b>Winter 2015 Individual Classes</b>					
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

## TURN YOUR CAREER CHALLENGES INTO RESUME ACHIEVEMENTS



Accomplishments are an important part of your resume. They set you apart from your competition and give potential employers a reason to consider you above others with similar qualifications. Most people, however, find it difficult to write resume achievements. What exactly constitutes an accomplishment? Simply put, an accomplishment is an example of how you solved a workplace challenge and what it meant to your employer. Everyone faces problems on the job, especially now given our difficult economic times. You can make those challenges work for you with this three-step method for turning challenges into achievements.

### 1. Identify significant challenges.

Think back through your career to the times when your company, team or division faced difficult situations that had a potential negative effect on bottom-line corporate issues. Start back through your earlier years of employment. Write a list and be specific about why the issue was a problem. What was at stake? Who were the stake holders? Why was the issue critical? How much of the organization was effected by the challenge? If you take a systematic approach you should be able to identify a challenge for every few years of employment.

### 2. What was your part in solving the problem?

Now that you have your list of workplace challenges, think back to how you helped solve them. You may have worked alone or as part of a group. Perhaps you coordinated between diverse functional groups to facilitate the solution. Be specific about the technology you used, skills involved and steps you took toward fixing the problem. Did you introduce a new procedure or create a better way of processing information? Did you use technology to streamline routine tasks? Did you train your team on a new

process? Did you take on added responsibilities to insure the task was completed?

### 3. What was the result of your effort?

Once the challenge was met, the solution found and the issue resolved, what did it mean to your employer? What did your company get out of it? Did you save your department time? Did your solution lead to cutting costs? Were you able to identify new revenue opportunities? Did you free up time for your boss? Did you help others to work more efficiently? How many persons within the organization were effected by your work? It's nice if you can quantify your results, but don't be discouraged if you can't quantify every result in dollars.

Once you have all your information at hand it's time to put it together in concise statements that sell your skills.

A few guidelines to keep in mind are:

- **Try to keep your accomplishment statements to two lines each.**
- **Begin your statement with the result.**
- **Don't dilute the result by providing more information than necessary.**

Accomplishments should be included with every employment entry of your resume. For added punch, write a highlight of accomplishments section toward the top of your resume. Remember, at the time perhaps you received little thanks for your effort in solving challenges, but now is the time to get credit for your hard work. Let your resume include your achievements on the job and potential employers will be eager to learn how you can help solve their problems as well.

**Deborah Walker**, Certified Career Management Coach

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

Website: <http://alphaadvantage.com>

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

# 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](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	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](mailto: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](http://www.APICS-Houston.org)

# END WITH THE BEGINNING IN MIND

## BY TODD HENRY



At some point, you've probably come across the phrase "begin with the end in mind." (It's the title of a chapter from Steven Covey's mega-book *The Seven Habits of Highly Effective People*.) The general idea is that we should undertake our efforts with a clear understanding of what we're trying to accomplish.

But the challenge for creatives is that we often don't know what that end should be. We are working our way toward the end as we go about our work each day, iterating, collaborating, and pressing toward our (often vague) objectives. If we endeavor to prematurely determine the solution to our creative struggle, we will likely wind up (a) blocked, (b) under-performing, or (c) burned out. We must honor the role of process, no matter how far it leads us into uncertainty.

However, there is a way to stay focused and engaged throughout a long-arc project, and to be less prone to the assassins of creativity. In short, we need to flip this beginning/ending advice on its head, and end with the beginning in mind.

Many of us work until we run out of ideas, or until the clock says it's time to quit, and then close down and leave for the day. In doing so, we are neglecting a simple two-minute exercise that could set the entire course for the next day.

**Here's a two-minute strategy for lessening procrastination and creative block by ending with the beginning in mind:**

1. Before you close out your work for the day, capture any open questions that you are currently working on. If you

were to continue working right now, what would be the very next thing you would do?

2. Write those questions and the next thing you would do on a post-it, or a sheet of paper, and leave it where you'll see it the next day.

3. Determine right then what you'll do first when you next sit down at your workstation. Establish a starting point for your work. This will give you immediate traction. Having something to do prevents the paralysis that accompanies needing to decide what to do.

Ernest Hemingway offered similar advice:

*"The best way is always to stop when you are going good and when you know what will happen next. If you do that every day ... you will never be stuck. Always stop while you are going good and don't think about it or worry about it until you start to write the next day. That way your subconscious will work on it all the time. But if you think about it consciously or worry about it you will kill it and your brain will be tired before you start."*

By giving yourself a starting point and a vector for your work, you're putting yourself in the best possible position to gain traction quickly. The only way to do your best work is to actually be working.

*Question: Are there other methods you've used to overcome procrastination and creative block?*

**Todd Henry**, founder of Accidental Creative, author of [Die Empty](#) and [The Accidental Creative](#), and a [speaker](#) and [consultant](#).

*Reproduced with permission of Todd Henry*

## APICS DICTIONARY 13<sup>TH</sup> EDITION

### DEFINITION: S AND OP PLANNING

#### **S & OP Planning**

A process that provides management the ability to strategically direct its businesses to achieve competitive advantage on a continuous basis by integrating customer focused marketing plans for new and existing products with the management of the supply chain.



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](http://www.apics.org/SOP)

**Where:** DoubleTree Suites Hilton @ 5353 Westheimer Rd,

**When:** Apr 10<sup>th</sup>

**Hours:** 9 AM to 5 PM

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### For more information, contact

Mauricio Hernandez, Director of Seminars

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

## PROPOSE A SPEAKER OR PLANT TOUR!

### *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.

### *Do you want to propose a plant tour?*

If you have access or know someone with access to a plant, facility, or similar, that might help us understand better how supply chain works, please let us know! We are currently planning plant tours and are interested in your ideas, comments and suggestions!

Please contact Catherine Brown, our Director of Programs, at [Programs@APICs-Houston.org](mailto:Programs@APICs-Houston.org)

## 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](mailto:VPMembership@APICS-Houston.org)

## 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.

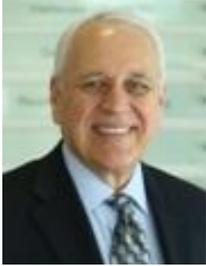
Position	Name	Contact
President	Eddie Whitfield, CPIM, CIRM, CSCP, MBA, PE	<a href="mailto:President@APICS-Houston.org">President@APICS-Houston.org</a>
Secretary	Reid Garrett	<a href="mailto:Secretary@APICS-Houston.org">Secretary@APICS-Houston.org</a>
Treasurer	Steve Hasson, MBA, CSCP	<a href="mailto:Treasurer@APICS-Houston.org">Treasurer@APICS-Houston.org</a>
Ex Officio President	Tish Patel	<a href="mailto:Ex-Officio@APICS-Houston.org">Ex-Officio@APICS-Houston.org</a>
VP of Education	Chuck Connelly, CFPIM, CIRM, CSCP, CPA	<a href="mailto:VPprofessionaldevelopment@APICS-Houston.org">VPprofessionaldevelopment@APICS-Houston.org</a>
VP of Student Activities	Gozde Capar, MS, CSCP, CSSBB	<a href="mailto:VPStudentActivities@APICS-Houston.org">VPStudentActivities@APICS-Houston.org</a>
VP of Membership	Tom Chambers, MBA, CSCP	<a href="mailto:Membership@APICS-Houston.org">Membership@APICS-Houston.org</a>
VP of Marketing	Duane Chandler, CPIM, CSCP	<a href="mailto:VPmarketing@APICS-Houston.org">VPmarketing@APICS-Houston.org</a>
VP of Communications	Santiago Velasquez	<a href="mailto:VPCommunications@APICS-Houston.org">VPCommunications@APICS-Houston.org</a>
Director of Education	Michael Cole CPIM, CSCP	<a href="mailto:Education@APICS-Houston.org">Education@APICS-Houston.org</a>
Director at Large	Chris Agner	<a href="mailto:Co-CompanyCoordinators@APICS-Houston.org">Co-CompanyCoordinators@APICS-Houston.org</a>
Director of Seminars	Mauricio Hernandez, MBA, CPIM, CSCP	<a href="mailto:Seminars@APICS-Houston.org">Seminars@APICS-Houston.org</a>
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Director of CCs	Guillermo Lucero	<a href="mailto:CompanyCoordinators@APICS-Houston.org">CompanyCoordinators@APICS-Houston.org</a>
Director of Programs	Catherine Brown	<a href="mailto:Programs@APICS-Houston.org">Programs@APICS-Houston.org</a>

### 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

## PDM, MARCH 20—IS THE SUPPLY CHAIN BROKEN? FEAT/ DR. GORDON SMITH



In news headlines this past year alone: Boeing<sup>TM</sup> grounded its 787s for various product flaws, Apple's<sup>TM</sup> CEO Tim Cook issued an apology for rolling out an error-ridden mapping app, and Sodexo<sup>TM</sup>, TESCO<sup>TM</sup> and Nestle<sup>TM</sup> were involved in the 'Horsegate' Scandal. Did these issues result from a broken supply chain?

Companies worldwide, regardless of size, increasingly deploy intricate supply chains. The globalization of business and consequent complexity of products render any supply chain more sophisticated and difficult to manage. Whether a company buys from one supplier or one hundred, executives must understand and support a robust yet agile supply chain. The broad rubric "supply chain management" can include responsibility for tactical supply chain management, strategic decisions, quality management, logistics, or any combination of these priorities. Yet the bottom line supply chain responsibility is delivery of functional and safe products or services to the customer.

A company's success depends on all facets of supply chain management performing cohesively and effectively. Recent unexpected events – such as the 2011 earthquake, tsunami and subsequent nuclear crisis in Japan – have focused businesses worldwide on supply chain risk mitigation. This focus remains unabated today. Yet even risk mitigation must ask important questions about all aspects of the supply chain, or itself risk key elements slipping through the cracks.

This session will suggest a series of questions that senior leadership should ask regarding their supply chains. These questions in turn will uncover a series of issues that subsequently require leadership focus and action. We will assume a broad definition of the supply chain: movement of materials, information, and money between all supply chain members. We also include quality of materials moved, accuracy, information content and completeness, and timeliness of financial transactions in this broad context. We will highlight several business case studies as examples and identify action items for operations, supply chain, program/project management, and senior leadership. The supply chain can be strengthened with a renewed focus on best practices.

Dr. Smith is a Clinical Assistant Professor of Supply Chain Management at Bauer College University of Houston. He has over 30 years of executive leadership experience for multinational companies transforming operations, supply chains and customer support organizations in the automotive, telecommunications and oil and gas E&P industries. He teaches Supply Chain Management core and elective courses in the MBA, EMBA and Global Energy MBA programs. He continues to provide thought leadership regarding supply chain and operations strategy via consulting, executive education and publishing.

### Join Us Now!

**Where:** Hess Club **When:** March 20<sup>th</sup> **Dinner:** 6:00 pm  
**Presentation:** 7:00 pm **How Much:** Members: \$25.00 Non-Members: \$30.00 APICS Student Chapter Members: \$10.00

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- Promote and distribute newsletters, seminar brochures, and other APICS literature to interested parties and key personnel
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For more information, please contact **Guillermo Lucero**,  
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## GROUNDHOG DAY AND THE SUPER BOWL — BY SETH GODIN



One way the tribe identifies is through the observance of a holiday, of a group custom, of the thing we all do together that proves we are in sync. People thrive on mass celebration, but as our culture has fragmented, these universal observances are harder to find. We used to watch the same TV shows at the same time, eat the same foods, drive the same car. Given a choice, though, many people take the choice—and so, as the culture fragments, we move away from the center and to the edges.

Halloween and the Super Bowl are the new secular holidays, the group-mania events that prove we're able to stay in sync. Every year, signed up for it or not, each of us is expected to survive the relentless hype. We see almost a month's worth of never-ending media about the Super Bowl—business articles, travel articles, legal articles, cooking articles—a huge onslaught of content-free noise.

And every year, the commercials disappoint, while the game includes eleven minutes of action over the course of four hours of not so much.

And yet we do it again and again. Because the corporate hoopla is beside the real point, which is a chance for all of us to talk about the same thing at the same time. This is part of what it means to belong.

While the Super Bowl is a large-scale example of this happening across a huge swath of people, these occurrences happen often in much smaller tribes as well. The buzz about Fashion Week or CES or the latest from Sundance are micro varieties of the same desire to be in sync. Your customers and your employees want to feel what it feels to do what other people are doing. Not everyone, just the people they identify with.

It's easy to be persuaded that this event is somehow about the game, or the coverage or the hype, but it's not. Like Groundhog day, it's a pointless thing we do over and over again, because hanging out with people you care about (even if it's just to eat junk food and talk about how bad the commercials are) is almost always worth doing.

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

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