

2015 CERTIFIED SUPPLY CHAIN PROFESSIONAL



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Visit us at:
www.APICS-Houston.org

“THE IMPACT OF COMPLEXITY COSTS ON OPERATIONS PLANNING”



Complexity in all aspects of business (products, processes, organizations) has made planning and forecasting more difficult and a fundamental lack of understanding of complexity often drives behaviors intended to reduce costs, but actually increase them while decreasing service level.

Do you set plant loading to optimize transportation costs then find inventory costs growing out of control and service levels falling? Do you find cost reduction projections never fully materialize? Many of the challenges facing supply chain practitioners and operators are rooted in our increasingly complex world.

Read more details on page 7



Since returning to classes this fall, the Sam Houston State University Student Chapter has been busy. The semester started off with recruiting activities, where student board members introduced undergraduate students to APICS and the concepts of Operations and Supply Chain Management.

Beyond recruitment, the chapter has been engaged with various development activities. On October 1st, Dr. Vic Sower presented on quality management in hospitals. His presentation illustrated how healthcare organizations can manage and reduce medical errors by using operations management concepts like benchmarking, root cause analysis and error proofing.

Read more details on page 10

APICS DEFINITION OF THE MONTH

Decoupling inventory—An amount of inventory kept between entities in a manufacturing or distribution network to create independence between processes or entities. The objective of decoupling inventory is to disconnect the rate of use from the rate of supply of the item.

PRESIDENT'S MESSAGE



Several members of the APICS Houston Chapter and Board of Directors attended the 2014 APICS International Conference in New Orleans. In addition, members of the APICS Houston Board of Directors attended the Terra Grande District meeting on Friday, October 17 and the Leadership Summit on Saturday, October 18. Plus, Mike Jones and I attended the

ECO Cut Score event to help establish the threshold for passing the Execution and Control of Operations (ECO) exam.

Some of the conference highlights included the keynote by Mike Walsh, CEO of Tomorrow and Peter Thum, Founder of Ethos Water, the Leadership Summit presentation, "Seven Common Leadership Mistakes", by Aleta Norris, and conference events including "S&OP Success – Why and How to Engage Top Management" by Robert Shahl, "Supply Chain Up in the Cloud" by Tom Ward and "Purpose-Driven Innovation" by Mike Wagner. Further, APICS Houston Board members mentored an APICS Student Scholar throughout the event providing insight into supply chain careers and some tips for maximizing their APICS International Conference experience.

PROFESSIONAL DEVELOPMENT MEETINGS

Scott Stallbaum will present "The Impact of Complexity Costs on Operations Planning" at the Hess Club on Wednesday, November 19th. Scott will explain that the complexity in all aspects of business (products, processes, and organizations) has made planning and forecasting more difficult. With a fundamental lack of the understanding of complexity, behaviors intended to reduce costs actually increases costs while decreasing service levels.

Understanding what complexity costs are and how they behave can help planners and managers truly optimize their operations and maximize value. Instead of viewing costs as either fixed or variable, there is a third category of cost that needs to be addressed, complexity cost. In this presentation we will explore the sources of complexity facing businesses today, how complexity manifests itself in poorer performance and higher costs, and explore a methodology for more accurately allocating complexity costs across an example real-life organization.

Scott is currently a Case Team Leader with Wilson Perumal & Company (WP&C), a leading management consulting firm with a focus on helping companies understand and manage complexity. He has helped clients in the Oil & Gas, Food & Beverage and Financial Services industries decrease complexity and improve operational/financial performance through the application of WP&C's unique Square Root Costing approach.

On Tuesday, October 14, Doug Hammen CPIM, CSCP, MBA, the Director of Global Supply Chain and Procurement for TETRA Technologies Inc., discussed the challenges of managing the many factors surrounding inventory control. He demonstrated some basic tools used to identify issues and track improvements in receiving, stocking, picking and

counting items. Attendees were shown an appreciation of the importance and potential impact of collaboration through an organization and with suppliers and customers.

PLANT TOURS

On Saturday October 25th, the Ft Bend County Sheriff Facility hosted a tour of their jail facilities and dispatch center for the APICS Houston Chapter. Fort Bend County Sheriff Troy E. Nehls facilitated the tour. Attendees discovered how the department has significantly reduced the cost to run the facility while increasing the number of detectives solving crimes. Inmates now earn trustee privileges for many different jobs within the prison allowing sheriffs to focus on outside patrols and solving crime.

Throughout the year, APICS Houston Chapter provides members the opportunities for Professional Development Meetings (PDMs) and Plant Tours which earn one CEU credit for APICS certification maintenance. For registration or more information on our events, visit our website at www.apics-houston.org or contact Catherine Brown at Programs@APICS-Houston.org.

APICS STUDENT CHAPTERS

On October 22, several APICS Houston Board members attended the Sam Houston State University (SHSU) APICS Student Chapter meeting. Presentations were held on ERP, SCM and the benefits of APICS Student Chapter membership. The meeting had both APICS SHSU Student Chapter members and others potentially interested in the Student Chapter.

On November 13, the University of Houston is hosting a supply chain management event for their students. Several APICS Board members will attend the event to discuss operations management, supply chain management and APICS Student Chapter member benefits.

APICS CLASSES

Our final fall classes have started and registrations are being accepted for our winter classes. Demand for our CPIM classes has resulted in a second, parallel Master Planning of Resources class for the CPIM in a Year curriculum. If you have interest in registering for our classes, I highly suggest planning ahead and registering early to ensure class availability. Unfortunately, we continue to have to decline registrations when our classes are full.

Our new class locations at Powell Industries and Houston Food Bank locations are improving our educational reach to the greater Houston community. To satisfy our customer needs, we continue to add more locations and classes and are targeting The Woodlands and Sugar Land for expansion.

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 CFPIM, CIRM, CSCP, MBA, P.E.
President, 2013-2015
APICS Houston Chapter 36
president@apics-houston.org

APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

November				
Date	Event	Speaker	Location	Hour
19-Nov	PDM	Scott Stallbaum, MBA, BS	Hess Club	Nov 19th, from 5:30 to 8:00 pm
January				
Date	Event	Speaker	Location	When
6-Jan	Strategic Management of Resources	TBD	Powell Industries 8550 Mosley Houston, Texas 77075	Tuesdays and Thurs- days, Jan 6 - Jan 29, 2015
6-Jan	Basics of Supply Chain Management	TBD	Baker Hughes 9100 Emmott Road Hou- ston, Texas 77040	Tuesdays & Thursdays, Jan 6 - Feb 5, 2015

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

PLASTICITY

Can you change?

Are you stuck with your habits, your knowledge, your weight, your fitness, your interpersonal skills? Is your future a slightly different rerun of your past?

We spend an enormous amount of time and money seeking to reinvent and upgrade ourselves, working to give up something, start something, build something or change something about who we are and what we do.

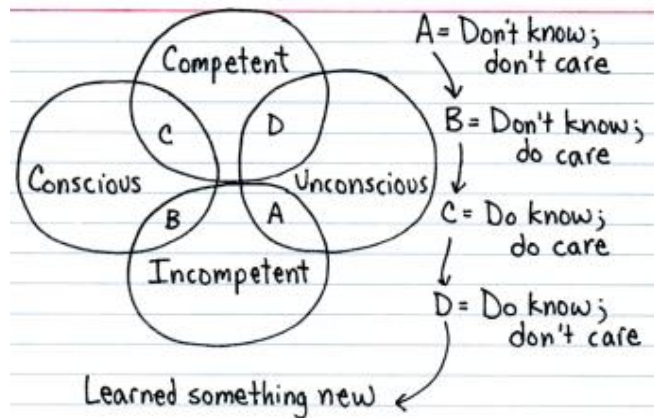
And we usually fail.

It's tempting to say, "this is who I am, habits are hardwired, it's in my DNA, I'm going to live with it." Tempting, and an easy way out.

Change is hard, sometimes nearly impossible. But if even one person as far behind as we are has dug in and done enough work to finish that marathon, to change that habit or to learn that skill, it means that it's not impossible. Merely (astoundingly) difficult.

Knowing that it's possible is 86% of the project.

FOUR STAGES OF COMPETENCE



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

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Courtesy of Jessica Hagy, www.ThisIsIndexed.com

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
Houston Food Bank	535 Portwall St	Houston	TX	77029

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



If you are interested, please contact Marco Lopez, Editor of the Horizon, at Editor@APICS-Houston.org

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

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 EDUCATION AND CERTIFICATION

2014 COURSE SCHEDULE

Certified Supply Chain Professional (CSCP)

Class	Schedule	Days	Time	Location	Early Reg Ends
Winter 2015 CSCP	Jan 13 to Apr 7	Tuesdays	6:00pm to 9:00pm	HFB	5-Jan
Spring 2015 CSCP	Mar 21 to May 30	Saturdays	8:00am to 12:00pm	HFB	16-Mar

Certified in Production and Inventory Management (CPIM)

Class	Schedule	Days	Time	Location	Early Reg Ends
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CPIM in a Year (All Five Modules) - Save \$380 By Committing to All Five Modules

Winter 2015 CPIM in a Year	Jan 6 to Oct 29	Tue and Thu	6:00pm to 9:00pm	Baker	20-Sep
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Winter 2015 Individual CPIM Classes

Strategic Mgmt of Resources	Jan 6 to Jan 29	Tue and Thu	6:00pm to 9:00pm	Powell	20-Dec
Basics of Supply Chain Mgmt	Jan 6 to Feb 5	Tue and Thu	6:00pm to 9:00pm	Baker	21-Dec
Detailed. Sched. & Planning	Jan 10 to Feb 7	Saturdays	8:00am to 12:00pm	Baker	20-Dec
Master Planning of Resources	Mar 3 to Apr 2	Tue and Thu	6:00pm to 9:00pm	Baker	17-Feb
Execution & Control of Operations	Mar 7 to Apr 4	Saturdays	8:00am to 12:00pm	Baker	20-Feb

Spring 2015 Individual CPIM Classes

Strategic Mgmt of Resources	May 2 to June 6	Saturdays	8:00am to 12:00pm	Baker	18-Apr
Detailed. Sched. & Planning	May 5 to June 2	Tue and Thu	6:00pm to 9:00pm	Baker	21-Apr

2nd Half 2015 Individual CPIM Classes

Execution & Control of Operations	Aug 11 to Sep 3	Tue and Thu	6:00pm to 9:00pm	Baker	28-Jul
Strategic Mgmt of Resources	Oct 6 to Oct 29	Tue and Thu	6:00pm to 9:00pm	Baker	22-Sep

APICS Houston Chapter

2015 CERTIFIED SUPPLY CHAIN PROFESSIONAL

Register Now for Winter Session— Early Registration Deadline Ends January 5

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

Class	Schedule	Days	Time	Location	Early Registration Ends
Winter 2015 CSCP	Jan 13 to April 7	Tuesdays	6:00pm to 9:00pm	Houston Food Bank	1/5/2015
Spring 2015 CSCP	March 21 to May 30 *	Saturdays	8:00am to 12:00pm	Houston Food Bank	3/6/2015

* No class on November 8

** No class on May 23 for Memorial Day

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

“THE IMPACT OF COMPLEXITY COSTS ON OPERATIONS



Do you set plant loading to optimize transportation costs then find inventory costs growing out of control and service levels falling? Do you find cost reduction projections never fully materialize? Many of the challenges facing supply chain practitioners and operators are rooted in our increasingly complex world.

As transportation costs continue to rise, companies are seeking ways to minimize distribution costs. In an effort to minimize shipping distances to distribution centers and customers, many companies have turned to computer models to optimize plant loading across the company's production network in an attempt to achieve the lowest total landed cost. After implementing these models, companies often find that their distribution costs do in fact decrease, however they do not achieve the decreases in total landed costs that the model predicted. In most cases, this is because the models do not dynamically account for the cost of the complexity that is forced on plants when the number of distinct products they produce increases. They fail because they assign costs to things rather than interactions. While complexity is driven by the number of things in a system, the costs of complexity occur at the link, or point, at which these items interact. The number of links between items increases geometrically, not linearly.

In this presentation we will explore the sources of complexity facing businesses today and how complexity manifests itself in poorer performance and higher costs. In doing so we will explore Wilson Perumal & Company's Square Root Costing methodology for more accurately allocating complexity costs across an organization through a real-life client example.

Understanding what complexity costs are and how they behave can help planners and managers to truly optimize their operations and maximize value. Instead of viewing costs as either fixed or variable, there is a third category of cost that needs to be addressed, complexity cost. NVA costs (inventory, overhead, set-up time, etc) grow geometrically with product complexity. This fundamental lack of understanding of how complexity costs behave often drives behaviors intended to reduce cost, but actually increase them and hurts service levels.

Biography:

Scott is currently a Case Team Leader with Wilson Perumal & Company (WP&C), a leading management consulting firm with a focus on helping companies understand and manage complexity. He has helped clients in the Oil & Gas, Food &

Beverage and Financial Services industries decrease complexity and improve operational/financial performance through the application of WP&C's unique Square Root Costing approach to cost allocations and the design and implementation of Operational Excellence Management Systems.

Prior to joining WP&C, Scott was the Senior Production Manager at AGA Medical where was responsible for manufacturing of all AGA products supporting >\$220M in annual sales. He also served as Manager of Operations Strategy & Planning and reported to the CEO as Manager of Special Projects.

Scott also spent six years with Ford Motor Company in a variety of roles including Production Supervisor, Manufacturing Engineer and ultimately New Model Launch Program Manager where he coordinated all aspects of new vehicle launch from prototype builds to assembly plant launch.

Scott holds an MBA from Harvard Business School and a BS in Mechanical Engineering from Bucknell University.

Contact: Catherine Brown, Director of Programs - APICS Houston Chapter Programs@APICS-Houston.org

When: Wednesday, November 19th, 2014

Where: The Hess Club
5430 Westheimer Road
Houston TX 77056

Presenter: Scott Stallbaum, MBA, BS

Itinerary:

5:30 PM – 6:00 PM Networking
6:00 PM – 7:00 PM Dinner
7:00 PM – 8:00 PM Keynote Presentation
8:00 PM – Meeting Adjourns

By Nov 13th

Houston Chapter Members:	\$25.00
Student Chapter Members:	\$10.00
Non-Members:	\$30.00

Career Center

Position	Organization	Location
Supply Chain Administrator	Fairmount Santrol	Sugar Land
Supply Chain Analyst	Forum Energy Technologies	Houston
Sr. Supply Chain Specialist	Forum Energy Technologies	Houston

APICS launches certification verification

On July 7, APICS launched certification verification, an online service available at apics.org/verification.

This new service elevates APICS certification programs and helps protect the credentials of all APICS designees.

Certification verification provides prospective employers and other stakeholders with a simple, easy way to verify an individual's certification status. The search results will indicate whether an individual's CPIM, CFPIM, CIRM or CSCP certification status is active, suspended or expired.

A minimum of the first three letters of an individual's last name is required for all searches. Users can then narrow their search by location, type of certification and APICS ID. The results include the last name, first name, state, country and certification status of any individuals who have earned an APICS CPIM or CSCP designation. Designees with more than one certification appear in separate entries.

We are pleased to launch [APICS certification verification](http://apics.org/verification) as one of several ongoing enhancements to our certification programs. For more information, visit the [certification FAQs page](#)

WHAT WOULD YOU DO WITH A 13% RAISE?

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 or 713-256-7500

CPIM in a Year - January 2015

Register at:
www.APICS-Houston.org

Dates:

Tuesdays and Thursdays
 See schedule below

Times: 6:00pm to 9:00pm

Location:

Baker Hughes
 9100 Emmott Road
 Houston, TX 77040

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 exams.

Early Registration
 Deadline: **December 21, 2014**

Contacts:

Chuck Connelly
 CFPIIM, CSCP and CPA
Chuck.Connelly@gmail.com

Save MONEY by signing up for All 5 CPIM Review Modules

Start in January 2015 & Finish in October 2015 (11 Months) Tuesdays and Thursdays



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.

	Start	End	No Class	Test
Basics of Supply Chain Management	01/06/15	02/05/15		✓
Master Planning of Resources	03/03/15	04/02/15	3/17 & 3/19	✓
Detailed Scheduling and Planning	05/05/15	06/02/15		✓
Execution and Control of Operations	08/11/15	09/03/15		✓
Strategic Management of Resources	10/06/15	10/29/15		✓

Students should schedule exams between classes.



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.

Name	Position	Email
EddieWhitfield	President	president@apics-houston.org
Tish Patel	Ex Officio	exofficio@apics-houston.org
Gozde Capar	VP Student Activities	vpstudentactivities@apics-houston.org
Tom Chambers	VP Communications	vpcommunications@apics-houston.org
Chuck Connelly	VP Education	vpeducation@apics-houston.org
Reid Garrett	Secretary	secretary@apics-houston.org
Steve Hasson	Treasurer	treasurer@apics-houston.org
Mauricio Hernandez	VP Membership	vpmembership@apics-houston.org
Erin McCrory-Hearon	VP Marketing	marketing@apics-houston.org
Catherine Brown	Director of Programs	programs@apics-houston.org
Michael Cole	Director of Education	education@apics-houston.org
Josh Howard	Director / Horizon Editor	editor@apics-houston.org
Marisa McNevin	Director of Job Bank	jobbank@apics-houston.org
Nadine Parker	Director of Company Coordinators	companycoordinators@apics-houston.org
Sharon Bledsoe	Education Admin Assistant	admeducation@apics-houston.org
Linda Pevehouse	Treasury Admin Assistant	admintreasurer@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 Cordinator	Company
Chris Agner	National Oilwell Varco - Westchase
Arnold Aguilar	Aker Solutions
Rob Bytheway	Baker Hughes
Peter Cayea	Cameron International
Prasanth Chakra	Bayer
Duane Chandler	Weatherford International
Lana Forrest	Baker Hughes
Bob Gardner	Pathfinder/Schlumberger
Chongkol Graunke	Akzo Nobel Functional Chemicals
Steven Hasson	TSP
Chuck Hayes	Cameron - Flow Control
Kevin Helm	Oceaneering
Mauricio Hernandez	Shell
Mark Hoffman	Cameron Drilling Systems

Company Cordinator	Company
Jeff Hoke	Wyman Gordon
Ken Jamison	Weatherford - Gulf Bank
Austin Klein	National Oilwell Varco - Sugarland
Ed Khundmiri	American Frac Fluids
Guillermo Lucero	Shell
Larry McClellan	Schlumberger - HPC
Nadine Parker	Chevron
Giovanni Ramirez	National Oilwell Varco - Galena Park
Angelina Rodriguez	National Oilwell Varco - Air Center
Mary Timko	Schlumberger - SPC
Amy Walla	Hewlett-Packard
Nick Webster	National Coupling Company
Carmen Winkler	BHP Billinton
Tony Xu	Foxconn

**Return Address:**

11152 Westheimer Road #872
Houston, TX 77042-3208



Scan this code
with your
SmartPhone
To Visit Our Website



Presorted
Standard Mail
U. S. Postage
Paid
Houston, TX
Permit #2274

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



Sam Houston State University Student Chapter

Since returning to classes this fall, the Sam Houston State University Student Chapter has been busy. The semester started off with recruiting activities, where student board members introduced undergraduate students to APICS and the concepts of Operations and Supply Chain Management.

Beyond recruitment, the chapter has been engaged with various development activities. On October 1st, Dr. Vic Sower presented on quality management in hospitals. His presentation illustrated how healthcare organizations can manage and reduce medical errors by using operations management concepts like benchmarking, root cause analysis and error proofing.

On October 22nd, several Houston Chapter members visited Huntsville to discuss topics identified by the students. Gozde Capar introduced the APICS Houston Chapter and informed students on the upcoming activities. Guillermo Lucero conversed about the oil and gas industry and answered students' questions on work

life and career advancements. Bill Cure presented the Enterprise Requirement Planning (ERP) and SAP, while Eddie Whitfield and Reid Garrett talked about their careers and different positions they held. All APICS Houston volunteers had conversations with the students on job search and internships. CPIM and CSCP certifications were also popular topics that were discussed during the event.

Most recently, seven students and their academic advisor, Dr. Jason Riley toured the UPS distribution center in North Houston. Beyond learning about how packages move across the United States, the students learned about international shipments, trade show deliveries, and how UPS markets its consulting services.

SHSU Student Chapter