

# The Bottom Line



## March 2011

### Ontario Grand Valley Upcoming Events

**Wednesday, March 9**

**Topic:** Using TOC to Improve Your Operational Processes

**Speaker:** Robert Jolliffe

**Time:** 5:30

**Location:** Kitchener Knights of Columbus  
110 Manitou Dr.  
Kitchener ON

**Tuesday, March 22**

**ASC: Wine and Cheese**

**Topic:** Cloud Computing

**Speaker:** Neel Sharma

**Time:** 5:30

**Location:** Whistle Bear Golf Course

**Wednesday, April 13**

**Plant Tour**

**Time:** 5:30

**Location:** Centra Industries  
24 Blossom Rd.  
Cambridge, ON  
N3H 4R7

**Friday, May 6**

**APICS 50<sup>th</sup> Anniversary –  
Executive Night**

**Speaker:** Multiple Speakers

**Time:** 5:30

**Location:** Brant Park Inn  
19 Holiday Drive  
Brantford, ON

## Don't Miss March's PD Meeting!

**Topic:** Using TOC to Improve Your Operational Processes: The Theory of Constraints “Thinking Process”

**Speaker:** Robert Jolliffe

**Date:** Wednesday March 9<sup>th</sup>, 2011

**Location:**  
Knights of Columbus  
110 Manitou Drive  
Kitchener, ON

**Reservations:** [Register online](#)

**Reservation Deadline:** Friday March 4, 2011

### Robert Jolliffe



Rob Jolliffe holds a Mechanical Engineering degree from University of Toronto, and started his career in purchasing, manufacturing engineering and product development. Early on he discovered that working on a shop floor doing engineering could be dirty work. With that he decided to work in IT instead and it turned out to be the perfect fit for him.

His entire career has focused (almost) exclusively in working in manufacturing. He has used these experiences (in the area of MRP and ERP system integration) to improve processes particularly through modifying or adjusting technology to suit different modes of manufacturing used by customers. For the past 12 years, Rob has successfully run Creative Manufacturing Solutions Inc., an ERP and process improvement company.

He has focused on developing knowledge and skill in LEAN and Theory of Constraints manufacturing paradigms and specifically applies these concepts to technology (and how it can be used and modified to better serve these concepts).

In order to successfully understand the needs of his customers and better identify how technology can improve their businesses, Rob has studied and used the Theory of Constraints “Thinking Process”. This set of tools for root cause analysis has proven absolutely essential in documenting, understanding and communicating process improvement.

He enjoys sharing his knowledge in one on one business meetings, conducting seminars, blogging and public speaking.

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Email: [info@apicsogv.org](mailto:info@apicsogv.org)**March's PD Meeting***Continued from Page 1*

He has a passion for business and has seen his business improve year to year as a result of his and his team's dedication.

**Topic:** Using TOC to Improve Your Operational Processes  
The Theory of Constraints "Thinking Process"

After writing his incredibly popular book "The Goal", and seeing the difficulty which readers had in implementing Theory of Constraints, Eli Goldratt realized that something was missing. Companies had some success with the physical constraints, but too often policy and paradigm constraints remained unaddressed. Without addressing these more elusive problems, the benefits of TOC on the shop floor did not lead to an overall improvement. In some cases, things became worse.

A repeatable, easy to use process was required to identify the intangible constraints and determine the approach to fix them. He had been consulting to businesses for years, and intuitively knew how to do this. He analyzed his own approach and created the Thinking Process in order to empower other consultants and customer resources to do what he had done.

The TOC Thinking Process is an effective and documented root cause analysis tool taught by APICS. It allows you to execute root cause analysis, communicate it in a well-documented and consistent manner, and most important – follow a repeatable process to arrive at root cause. TOC TP gives you the opportunity to enhance your business by identifying the right goals in your improvement efforts. Furthermore, using the TP allows you to identify changes to other policies and processes which will improve your business sometimes without any need for major investment.

**Agenda****Dinner:****Members:** \$33 (\$29.20 + HST)**Future Members:** \$44 (\$38.94 + HST)**Student Members:** \$17 (\$15.04 + HST)**Agenda:****Networking:** 5:30 PM**Dinner:** 6:30 PM**Speaker:** 7:45 PMTo register: [Click here](#)**Reservation Deadline:** Friday, March 4, 2010

- ❖ The APICS OGV chapter is always on the lookout for talented speakers with new topics to present to its members. We are always on the hunt for informative and unique plants to tour. Both of these areas are benefits for our members to heighten industry awareness and provide continuous education in the supply chain sector.
- ❖ APICS OGV is offering a new service to its members by providing a table at our Professional Development Meetings where a member can market their services.
- ❖ If you are interested in speaking at one of our Professional Development Meetings, educate our members through a plant tour or market your company by sponsorship at a PDM, please contact us at [events@apicsogv.org](mailto:events@apicsogv.org)

For more information contact [[events@apicsogv.org](mailto:events@apicsogv.org)].

## President's Message

Louise Beauchamp, CFPIM, President, APICS OGV

### Just an Event ...

Karen Van Denhoff and Elizabeth Kilgour, Co-chairs of **Innovation** have written about the success of our conference further on in this newsletter. I'd like to take a moment to thank these two ladies who were thrown into a role that carries a lot of responsibility, and they delivered. Karen and Elizabeth, thank you and congratulations – you can be very proud of **Innovation**.

Because the conference was in such good hands, I had a few minutes to spare. I had the opportunity to do a little people-watching at **Innovation** and I'd like to share some of my sightings.

I saw people pouring over the program, figuring out which session they would attend next and consulting with their colleagues. Which expert to listen to – which topic mattered most.

I saw many students – many – in attendance. Their commitment to APICS and to our chapters – both OGV and Conestoga College – shone brightly as they stood with us – as our peers.

I saw mentors and their students interacting. There were many smiles and just as many discussions – proof that our newest project is alive and well.

I saw executives who were delighted by the attendees' enthusiasm and willingness to step up to the microphone to grill them. Some of these executives were attending **Innovation** for the first time and were surprised at the level of engagement. One executive, for whom this was his second conference, shrugged and said, "They're a sharp bunch. This is a great opportunity for me – they are a breath of fresh air."

I saw introductions being made and business cards exchanged. New colleagues, new peers, new friends, new careers.

I saw ribbons attached to our badges – blue, green, black and magenta. Roughly two-thirds of the professional members in attendance had at least one of these certification ribbons attached to their name tags – most impressive.

I saw people, new to the world of APICS, in attendance, because they felt that they could benefit and move their career forward. They were not disappointed.

I saw long-time members greet each other and welcome new folks into our group.

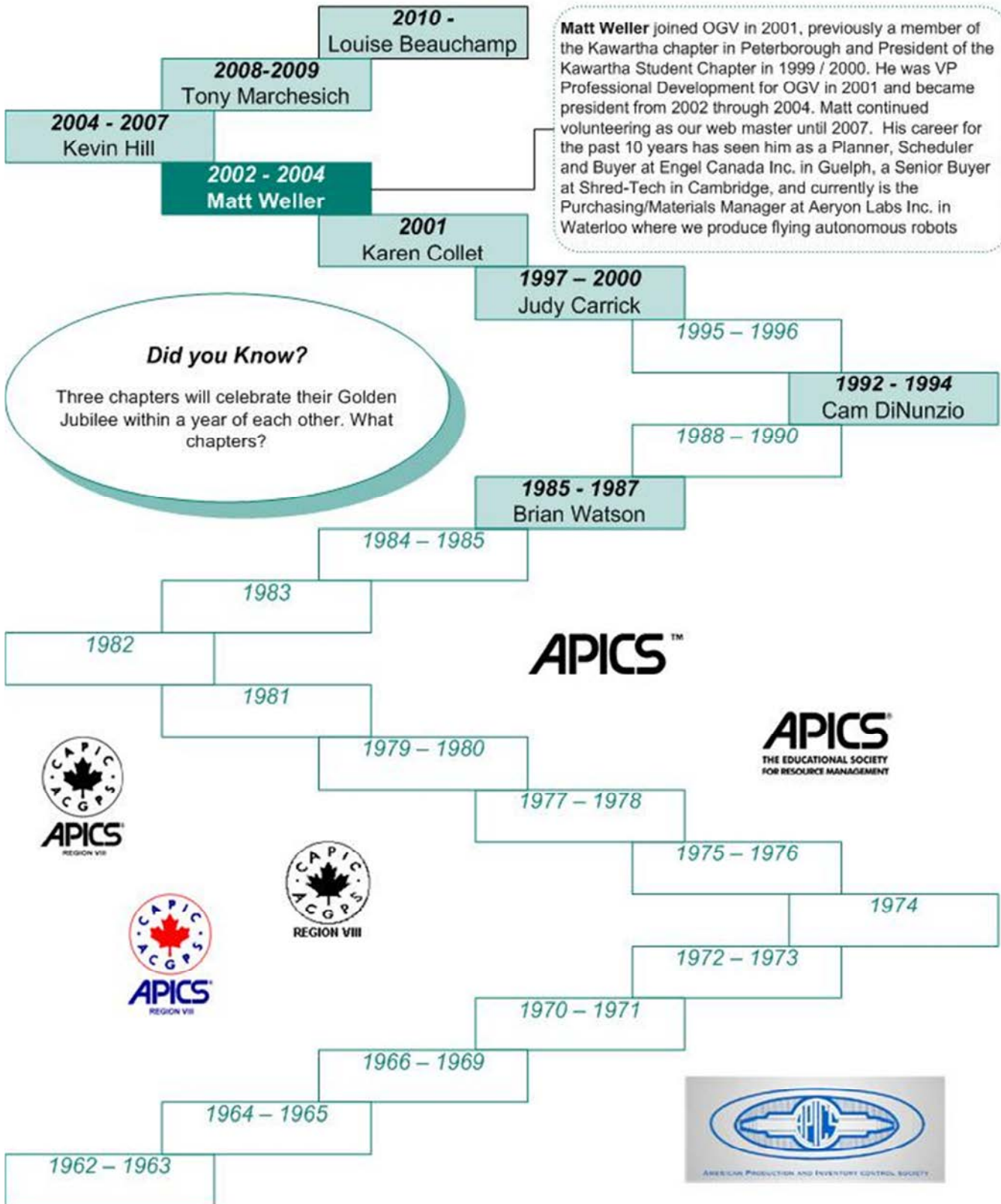
I saw volunteers who never stopped – making sure that the smallest details were not overlooked.

I saw people coming together because an APICS chapter had an event worth attending. They, we, all had different reasons for being there. As far as I know, we have all benefited.

I wasn't as tired anymore. My feet hurt less and the small stuff didn't really matter. It wasn't just a networking opportunity. It wasn't just for maintenance points. It wasn't "just an event". For those who attended, I thank you for having made my experience so rewarding. I was reminded, a dozen of times and in a dozen ways, why being an APICS member is so right for me.

Louise Beauchamp, CFPIM,  
President APICS OGV  
[president@apicsogv.org](mailto:president@apicsogv.org)

*Walk with us down memory lane, recognizing our presidents, as we approach our Golden Jubilee In February 2012*



**Matt Weller** joined OGV in 2001, previously a member of the Kawartha chapter in Peterborough and President of the Kawartha Student Chapter in 1999 / 2000. He was VP Professional Development for OGV in 2001 and became president from 2002 through 2004. Matt continued volunteering as our web master until 2007. His career for the past 10 years has seen him as a Planner, Scheduler and Buyer at Engel Canada Inc. in Guelph, a Senior Buyer at Shred-Tech in Cambridge, and currently is the Purchasing/Materials Manager at Aeryon Labs Inc. in Waterloo where we produce flying autonomous robots

## OGV Congratulates ...

We wish to congratulate the following members for having recently completed their APICS certification exams and achieving the following designations:

### CPIM

David Edworthy

### CSCP

Asif Siddique  
Brent Proud  
Rafae Azhar

## OGV Welcomes ...

We'd like to extend a warm welcome to our newest members who joined in February:

### Ontario Grand Valley Chapter

Jaspreet Ark

Laiyan Chi

Rene Gable

Rose George

Randy Heath

Ya Li Hou

Mika Isolento

Courtney Moonen

Graydon Peppler

Oscar Realegeno

Fayaad Shafic

Karen Shearer

Lei Shi

Susan Stephens

Simeon Simbananiye

Steven Van Overschelde

Samuel Vang

Brian Walker

Jingmei (Gina) Wang

Matthew Wiles

We look forward to welcoming you personally at one of our upcoming events.

## ***Innovation*** – APICS Ontario Grand Valley Regional Conference

February 17th – 19th, 2011

Cambridge Hotel & Conference Centre

A year of planning and hard work went a long way! The APICS Ontario Grand Valley's second regional conference was a success! Tom Kingston, Assistant General Manager of Toyota Motor Manufacturing Canada, launched ***Innovation*** at our kick-off dinner and PD Meeting on Thursday evening. Friday's conference started with announcements and an early start to a full day of excellent presentations and panels of experts.

As this was our first time, Liz and Karen, co-chairing ***Innovation***, we would like to share our appreciation to all those that volunteered their time to make ***Innovation*** a success. ***Innovation*** was a success because of the determined team that was formed and worked tirelessly behind the scenes. We would like to thank the organizing committee, the OGV board members and OGV Professional members, our volunteers from Conestoga College, our speakers and our panel members, all of whom donated their time because they believed in the value of ***Innovation***. Lastly, we would like to thank our attendees. Without you, there would be no ***Innovation***.

We hope to see everyone out to the ***Innovation*** in 2012!

Elizabeth Kilgour and Karen Van Denhoff

Co-Chairs

***Innovation***

## **Innovation – APICS Ontario Grand Valley Regional Conference**

**February 17th – 19th, 2011**

**Cambridge Hotel & Conference Centre**

And again, thank you to our speakers that volunteered their time and now a moment of them in action:



### **February 2011 PD Meeting Recap**

Tom Kingston, Assistant General Manager at Toyota Motor Manufacturing Canada in Cambridge, presented an informative talk on Toyota's Cambridge and Woodstock facilities. He enlightened us with many production figures (for example, the blanking and stamping departments consume 678 metric tons of steel coil daily, in feeding the assembly plants), plant layout designs (the production line is set up in an S shape, composed of several smaller lines, with inventory buffers at the end of each line), efficiency (97.5 % in Cambridge), and output (Corollas roll off the production line every 55 seconds for 16 hours a day). Tom is particularly proud of their supply chain solutions, including vertical integration (they pick up most of the parts coming into the plants, from over 300 suppliers), JIT processes (every subassembly in the plant is made to order for the production line or for service parts orders), and cross-docking. He encouraged anyone who missed our plant tours 2 years ago, to register through the Cambridge Chamber of Commerce for a future tour.

## Education Update

Spring 2011 proposed course schedule for Conestoga College! Here is our schedule of courses for the term:

PROPOSED SCHEDULE OF COURSES FOR SPRING 2011 (All held at Conestoga College)						
Level	Course	Campus	Days	Start	Course ID	Hours
CPIM	Basics of Supply Chain Management	Doon	Monday	18-Apr	APIC0070	36 HRS
	Basics of Supply Chain Management	Stratford	Tuesday	18-Apr	APIC0070	36 HRS
	Master Planning of Resources	Waterloo	Thursday	21-Apr	APIC0050	30 HRS
	Detailed Scheduling and Planning	Doon	Tuesday	19-Apr	APIC0010	33 HRS
	Detailed Scheduling and Planning	Guelph	Tuesday	19-Apr	APIC0010	33 HRS
	Strategic Management of Resources	Doon	Thursday	21-Apr	APIC0060	33 HRS
APICS	Customer-Focused Supply Chain Management Workshop	Doon	Tuesday	08-Mar	APIC0140	7 HRS
		Doon	Thursday	14-Apr	APIC0140	7 HRS
		Doon	Tuesday	14-Jun	APIC0140	7 HRS
		Doon	Thursday	07-Jul	APIC0140	7 HRS
APICS	Global Sourcing Executive Overview	Doon	Tuesday	24-Mar	APIC190	6 HRs
		Doon	Tuesday	03-May	APIC190	6 HRs
		Doon	Thursday	23-Jun	APIC190	6 HRs
APICS	Global Sourcing Workshop Series (16 hours)	Doon	Tuesday	26-Apr	APIC200	4 HRS
		Doon	Wednesday	27-Apr	APIC200	6 HRS
		Doon	Thursday	28-Apr	APIC200	6 HRS
APICS	Global Sourcing Workshop Series (16 hours)	Doon	Tuesday	17-May	APIC200	4 HRS
		Doon	Wednesday	18-May	APIC200	6 HRS
		Doon	Thursday	19-May	APIC200	6 HRS

### Course Descriptions:

#### Basics of Supply Chain Management

The basic concepts in managing the complete flow of materials in a supply chain from suppliers to customers are covered in the Basics module. Supply chain concepts are introduced and basic terminology emphasized, as are relationships among activities in the supply chain.

- Introduction to Supply Chain Management
- Demand Management and Forecasting Techniques
- Priority and capacity planning at the Master Planning, MRP and PAC levels
- Aggregate and Item Inventory Management
- Purchasing and Physical Distribution
- Lean/JIT, Quality Systems and Theory of Constraints

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## Education Update

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### Master Planning of Resources

Explore the processes used to develop sales and operations plans and identify and assess internal and external demand and forecasting requirements. The course focuses on the importance of producing achievable master schedules that are consistent with business policies, objectives, and resource constraints. Topics include:

- Demand Management
- Sales and Operations Planning
- Master Scheduling
- Measuring Business Performance

### Detailed Scheduling and Planning

Focus on the various techniques for material and capacity scheduling. Study detailed descriptions of material requirements planning (MRP), capacity requirements planning (CRP), inventory management practices, and procurement and supplier planning. Topics include:

- Recognizing Techniques and Practices of Inventory Management
- Mechanics of the Detailed Material Planning Process
- Planning Operations to Support the Priority Plan
- Planning Procurement and External Sources of Supply

### Strategic Management of Resources

Explore the relationship of existing and emerging processes and technologies to manufacturing strategy and supply chain-related functions. The course addresses three main topics: aligning resources with the strategic plan, configuring and integrating operating processes to support the strategic plan, and implementing change. Topics include:

- Competitive Market Issues
- Choices Affecting Facilities, Supply Chain, Information Technology, and Organizational Design
- Configuring and Integrating Internal Processes
- Evaluating and Managing Projects.

### Customer-Focused Supply Chain Management

This one-day course for professionals is for functions that support the supply chain (for example, sales and marketing, accounting, information technology, and senior executives).

The class will provide an insider's view of supply chain management. It offers fundamental knowledge of the functions of SCM and is designed to quickly and effectively educate team members who interact with or support supply chain activities, helping to increase efficiency and generate ideas for improvements.

After this course, participants can more fully contribute to the cross-functional and inter organizational processes of a successful supply chain. Further, the class leads participants and others in their organizations to the APICS Certified Supply Chain Professional (CSCP), Certified in Production and Inventory Management (CPIM), and other APICS programs.

The course strengthens the entire team and fosters appreciation of a properly structured and managed supply chain.

### APICS Global Sourcing Workshop Series

APICS is pleased to introduce a product that will help you navigate the complex landscape of international business. Companies and organizations need skilled operations management and supply chain management professionals to keep their businesses favorably positioned in today's intensely competitive global marketplace. The Global Sourcing Workshop Series provides a comprehensive study of the critical tasks and challenges associated with sourcing and procurement internationally.

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## Education Update

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This workshop series will equip you with the skills to:

- Understand the strategic importance of globalization
- Learn how to prepare for international procurement
- Evaluate potential markets in other countries
- Source global suppliers strategically
- Choose logistics partners correctly
- Address cultural differences

### EXAM VOUCHERS AT CANADIAN DOLLARS!

For a limited time the OGV chapter is selling CPIM exam vouchers in Canadian funds! For only \$175 for APICS members and \$185 for non-members, you can get a voucher to write your computer-based CPIM exam at any PearsonVue test site; including our own at Conestoga College Kitchener (Doon campus). We will have these available for sale at our professional development meetings, or contact Cynthia Klassen at [profdev@apicsogv.org](mailto:profdev@apicsogv.org).

**Good luck to all students!**

**Cynthia Klassen CPIM CSCP**

**V.P. Professional Development**

### APICS OGV Contest!

Participate in the upcoming contest to rename the newsletter. We're looking for a fresh new title to replace "The Bottom Line". This contest will be ongoing until June 2011, the new name of the newsletter will be announced as well as the member that provided the new name. We want to see as many suggestions as possible from the community and we're looking for innovative ideas!!

Please provide suggestions to [newsletter@apicsogv.org](mailto:newsletter@apicsogv.org). All ideas will be considered.

### We're on LinkedIn!

Join the APICS Ontario Grand Valley chapter's new group on LinkedIn! Extend your networking opportunities by joining us. <http://www.linkedin.com/groups?mostPopular=&gid=3398665>

We encourage you to become as active as you wish in the group – connect with new people or start and participate in discussions. Please invite your friends and colleagues to join us – membership not required!

We look forward to having a very active group, thanks to you.

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**Please Note: The APICS OGV has been invited to participate in THE BRICK'S REWARD PROGRAM. This entitles any APICS member to take advantage of Corporate pricing at the Kitchener Brick located by Sports World Drive only.**

**To participate in this program, please see a APICS board member so that you can get a membership card and details on how to take advantage of this special pricing offered to APICS members only.**

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# Wine and Cheese Event

Tuesday March 22, 2011 5:30 PM to 8:30 PM

at  
Whistle Bear Golf Course

## Event Details

Join us on March 22 at 5:30 PM for a complimentary evening of networking and enjoyment.

This is a great opportunity to get to know the future of the Materials and Supply Chain field!

### Speakers:

Neel Sharma speaking on  
Cloud Computing

- ◆ Light snacks will be provided
- ◆ Cash Bar

There's a chance you could walk away with one of our many door prizes!

We hope to see you there!  
Please RSVP to  
[apics@conestogac.on.ca](mailto:apics@conestogac.on.ca)

Location:  
Whistle Bear Golf Club  
1316 Dickie Settlement Road  
Cambridge, ON N3H 4R8

Conestoga College: Materials and Operations Management  
Program



*We are continuing to collect donations for door prizes; your company will be advertised at the event should you choose to make a donation. Please contact [apics@conestogac.on.ca](mailto:apics@conestogac.on.ca) if you wish to contribute.*



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