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Message From the President

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<i>Windsor APICS AGM and Election Results</i>	1	It was a year of financial stability, growth and continued success offering instructor led CPIM courses. We were able to meet all of our financial commitments again this year and have kept an accurate record of all of our financial activities. This is always a good thing! We saw growth in our membership this year as well and after starting the year with only 25 members we now have 32. Many members diligently renew their membership each year, some do not but it is always a good thing to welcome some new faces to the group as we have this year. And as for our educational offerings, any year that we can successfully schedule all 5 CPIM modules is a good year!
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Stephanie Drazic
Chapter President

APICS Windsor AGM and Election Results

APICS Windsor's AGM/Election meeting was held on November 12, 2008 at Dirty Jersey's. The AGM provided an overview of our chapter and was followed by the annual Board of Directors election. The election for 2008 was chaired by Rick Robinson. Nominations were re-opened that night and the results of the election are as follows:

President: Mike Kovacs

Executive Vice President: Stephanie Drazic (*also Immediate Past President*)

VP of Administration & Communication: Lisa Cordeiro

VP of Education: Dina Piroli

VP of Membership & Marketing: Justin Jewhurst

Please welcome our Board of Directors for 2009 and they will be available to address your questions in the New Year. Please check the APICS Windsor Website in 2009 for their contact information.

<http://www.apicswindsor.org/Contacts.htm>

We would also like to thank all members who attended that night and encourage them and everyone else to join us for our next event.

- Jan 17, 24 and Feb 7, 2009: CPIM Course - Basics of Supply Chain Management, 10am-4pm (St. Clair College Residence) *Registration deadline Jan 7, 2009*
- Jan 30 & 31 - Vancouver Conference
- Feb 4 thru Apr15, 2009: CSCP Course—Certified Supply Chain Professional, 6pm-9pm (St. Clair College Residence) *Registration deadline Jan 23, 2009*
- Mar 28, Apr 4, and 18, 2009: CPIM Course - Detailed Scheduling and Planning 10am-4pm (St. Clair College Residence) *Registration deadline Mar 18, 2009*

Visit the 'Courses' page at www.apicswindsor.org for pricing, registration deadlines and other info.

JANUARY 2009

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FEBRUARY 2009

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APRIL 2009

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MAY 2009

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Golf Tournament Wrap-up



Well we did it again! We put four names on the trophy you only get to see at the golf tournament!

This year's event was held at our home course Fox Glen almost six months ago on June 21, 2008. We started off with 40 golfers, pretty good weather and our fingers crossed that it would stay that way! It didn't happen though, Mother Nature was crying over something and her outburst (and it was a big one) called an early halt to knocking a little white ball around some pretty well kept lawns. All was not lost though, our golfers managed to fully complete 9 of the 18 holes so we were still able to declare a winner, the tournament was just shorter – and of course, there was still dinner, door prizes and socializing to follow.

Victorious this year was a crew from Heinz – not surprising since Heinz employees accounted for half the golfers – but not the same group as last year. This time it was Steve Gow, Mark Bowman, Bill MacDonald & Rob Willan who earned token prizes for their first place finish and more importantly, bragging rights for the year!



In true APICS Windsor Annual Golf Tournament fashion the tournament ended with great food, a door prize for every golfer, a few extra prizes available to the golfers via a raffle, a 50/50 draw and a darn good time had by all!

Congrats to the winners, the losers, all those in between and a great big thanks to Fox Glen, our tournament sponsors (see the back page for their ads) and those who donated prizes for the event (Air America Logistics, Alternative Roofing, Ted Boomer, Bernie Martin & Ray Laforet from Bluesfest International, Brian's Custom Sports Equipment, Heinz, Kelcom Internet & VoIP Services, Laser Transport, Sioux Steel and Work Authority).

Hope to see you next year!

Six Steps to Green

Using lean six sigma processes to achieve sustainability goals

Going green is extremely challenging for today's operations management professionals. Sustainability affects every part of a business, and knowing where to start can be tricky. However, there is a simple, six-phase, lean six sigma (LSS) process that can help. It involves

- green and lean marketing
- green product and service design
- green supply chain development
- green operations
- green-conscious people
- green continuous improvement.

Each of these steps naturally supports the others in a nonstop cycle of ever-improving "greenness." Better yet, each as a stand-alone process offers huge benefits.

Continued on next page.....

Putting LSS to work

There is a delicate balancing act involved with identifying exactly what a firm must offer to the world in order to profitably meet consumers' sustainability expectations. Unfortunately, the old practices of dreaming up a new product, conducting market tests, and then taking the item to market won't get the job done anymore.

The definition of a customer has expanded dramatically to include consumers; local, state, and federal governments worldwide; and special interest groups, such as animal rights organizations, environmentalists, scientists, and many more. Operations management professionals must figure out how to be green and yet still bring successful goods to market in such a way that they will be *paid* to be green. This is where LSS can help.

First, a kaizen structure should be used to engage a cross-functional team of stakeholders, who can work to better understand the voice of the customer. Not only must these team members tirelessly and continually scan the marketplace for changing inputs, but they also should be responsible for making the inevitable trade-off decisions on just how green the firm can be at a given point in time and remain profitable.

The next step is to design products to be green. This puts significant pressure on the design team and supply chain partners to find ways to respond to the intelligence the marketing team provides. Sustainable design must involve suppliers from the very beginning of the process and should include

- consideration for recycled materials and mandates on minimum thresholds for recycled content
- planning for product reuse
- cradle-to-grave eco-friendly planning through the use of product life cycle management
- development of green packaging
- thoughtful strategies for reducing a firm's carbon footprint.

A greener supply chain is another necessary element of a sustainable business. Supply chain modeling and optimization tools enable professionals to plan the network and then run multiple what-if scenarios to better understand issues. Logistics optimization is unique in that it not only brings about fewer wasted resources, but also will make the supply chain greener immediately. Anything a company can do to move a unit of goods with less pollution is a definite step in the right direction.

Lean, pull-based replenishment systems also can help because less inventory means less obsolescence—and less trash in our landfills. Pursuing a kanban strategy often leads to a shift toward reusable containers and packaging, which can result in reduced waste and lower costs. Furthermore, lean procurement puts a premium on sourcing from partners who share the vision for environmental responsibility, as well as target and kaizen costing. Finally, localization and ecofriendly sourcing can help create a greener supply chain.

The next step is to design globally competitive operating systems that reduce an organization's carbon footprint and use information technology tools to minimize environmental impact. There are many considerations, including

- facilities design, which leads to reduced energy usage
- renewable resources in construction design
- more use of passive and active
- noncarbon-based energy sources, such as solar heating, photovoltaic energy, biofuels, and more
- internal recycling and reuse systems, including reducing or eliminating paper wherever possible.

No matter how well a firm handles the preceding four steps, in my estimation, 80 percent of the long-term success of any sustainability effort comes down to people. The ability to effectively train, motivate, and empower employees to achieve green goals is essential. Consider implementing a "green code" that shapes daily thinking and thought processes. Establish employee development programs focused around sustainability. And, finally, remember that company leaders must support constant green innovation.

The final step is green continuous improvement. Teach people how to think lean and eliminate the sources of waste and variation as part of their everyday jobs. Tap into LSS, total quality management, employee involvement, change-management, and much more.

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