

Beyond 2010

An insight into the challenges that lie ahead in the next decade and the role that Supply Chain and Operations Management professionals play in moving South Africa forwards.



The SAPICS Regional Conferences, bringing supply chain excellence to you.



CAPE TOWN

4th November – Workshops

4th November – Site Visit

5th November – Regional Conference

Sponsors:



Catalysts for Profitability and Growth



South Africa must ensure that the legacy of infrastructure, national unity, marketing opportunities for the country and other benefits are sustained beyond the 2010 FIFA World Cup.

This is the message we have been reminded of since the conclusion of one of the most important events South Africa has ever hosted.

The SAPICS Regional Conferences will address this theme – **Beyond 2010** and will continue the momentum from the hugely successful 32nd Annual Conference and ensure that the “Beat Goes On”.

Together with some of the highly popular **presentations** from the 32nd Annual Conference and Combined with additional activities such as the **half day regional workshops** and the **site visit** (all of which can be booked for separately) SAPICS demonstrates to you its commitment to bring supply chain excellence to all.

We look forward to receiving your registration to the conference, the workshops and / or the site visit. SAPICS strives to ensure that all events are offered at fees which represent outstanding value for money.

Summary

Thursday 4th November 2010

08:00 – 18:00 Regional Workshops : 2 x half day workshops at the Westin Grand in Cape Town

Thursday 4th November 2010

From 16:00 Site Visit : TFD Network Africa Cape Town Warehouse, Montagu Gardens

Friday 5th November 2010

08:00 – 17:00 Regional Conference at Spier Wine Estate and Conference Centre



www.sapics.org.za

The registration fees are as follows:

HALF DAY WORKSHOPS : Thursday 4th November 2010

These are 2 half day workshops. One will take place in the morning with the other in the afternoon. They will take place at the Westin Grand in Cape Town (Space is very limited on these workshops – please book early)

To attend both workshops

SAPICS Member: R2,250 ex VAT

Non-Member: R2,500 ex VAT

To attend one workshop only

SAPICS Member: R1,500 ex VAT

Non-Member: R1,750 ex VAT

SITE VISIT : Thursday 4th November 2010

SAPICS Member: No charge

Non-Member: R300 ex VAT

FULL DAY REGIONAL CONFERENCE : Friday 5th November 2010

Spier Wine Estate and Conference Centre

SAPICS and Supply Chain Council Members: R2,000.00 ex VAT

Non Members: R2,250.00 ex VAT

Attention all CPIMs and CSCPs

Attendance at this one day conference will earn you points towards the maintenance of your certification. Up to 8 points can be earned.

Group Discounts are available. These discounts apply when the group is booked by one co-ordinator and one invoice in raised and one payment made in respect of the group.

3 – 5 delegates	5% discount on published registration fee
5 – 10 delegates	7% discount on published registration fee
10+ delegates	10% discount on published registration fee

The Half Day WORKSHOPS : 4th November : Westin Grand, Cape Town



Workshop 1 : Morning Workshop

Discover the beat of your workculture, the pulse of your success

Dr Sherrie Ford, Principal Change Partners and Chairman of Power Partners Inc, Athens, Georgia, USA - The objective of this workshop is to state and echo the challenges faced by leaders of factories around the world in aligning their workcultures with the vision of the company, demands of the customers, the requirements of “going Lean”: and of becoming more flexible and adaptive to faster and deeper change. Dr Ford poses the question “what if you invited your entire organisation to weigh in on how to go forward with best quality, least cost, perfect safety, best cost?”. She will then outline and engage attendees actively in a step by step series of breakthrough thinking tools: brainstorming affinity mapping and relations diagramming. Based on results of these steps, she will finally facilitate discussion on how to understand the next steps for leadership. This is a highly interactive 3 hour workshop and will take place in the morning.

Who should attend? Those who have been in factory leadership long enough to have faced the difficulties in gaining alignment of top management, middle management and shop floor employees.

This will then be followed by:



Workshop 2 : Afternoon Workshop

Turning Manufacturing Chaos into Simplicity : a Lean Simulation Game Workshop

Ken Titmuss CFPIM, CSCP, SAPICS, South Africa - This half day workshop is a simulation of how one can turn manufacturing chaos into a smooth flowing operation. By applying a few simple lean techniques one can see how it is possible to reduce lead-times, reduced inventory, reduce resources and improve customer service, leading to great profit for the organisation. The game is designed to have unpredictable demand for 3 different manufactured products and starts as a traditional batch and queue manufacturing operation. The simulation is run over 6 or 7 production days where the delegates make their own decisions as to what improvements and changes they should make after each round of the game. Every time the game is played the results are different as different teams make different decisions at different times during the game. However, they all arrive at the same conclusion where product is manufactured using one piece flow and having a highly delighted customer. This is a highly interactive workshop and will take place in the afternoon.

Who should attend? Waste in all organisations and in all functions of an organisation. The Lean Game should be of interest to everybody! Specifically, people working in the supply chain will find this an invaluable experience. All those in sales, distribution, manufacturing, operations, stores/warehouse, planning and purchasing for example.

Programme Outline

08:00 – 08:30 : Registration, tea & coffee on arrival
08:30 – 10:00 : Morning Workshop (Workshop 1) commences
10:00 – 10:15 : Morning tea break
10:15 – 12:15 : Workshop 1 concludes
12:15 – 13:30 : Lunch (for those registered for morning workshop)
13:30 – 14:45 : Afternoon Workshop (Workshop 2) Commences
14:45 – 15:00 : Afternoon tea break
15:00 – 16:30 : Workshop 2 concludes
16:30 – 18:00 : Drinks, snacks and networking (for those registered for both workshops and afternoon workshop only)

To register please complete the form attached or by [clicking here for online registration](#)

For [SITE VISIT](#) (4th November) information and registration please email annie@sapics.org.za

The [REGIONAL CONFERENCE](#) : 5th November 2010 : Spier Wine Estate & Conference Centre

SAPICS and Supply Chain Council Members: R2,000.00 ex VAT
Non Members: R2,250.00 ex VAT

The registration fee includes the following:

- Full day conference at Spier Wine Estate and Conference Centre
- Presentations from each speaker post conference
- All refreshments including lunch and as outlined on the conference programme
- A certificate of attendance on request
- Conference pack including conference bag

To register please complete the attached form or alternatively [click here for the online registration facility](#). A tax invoice will be sent to you on receipt of your registration.

The outline programme for the full day conference will be as follows:

08:00 – 08:30 Registration
08:30 Welcome
08:30 – 10:30 Presentations
10:20 – 10:50 Networking over tea & coffee
10:50 – 12:40 Presentations
12:40 – 13:40 Lunch and continued networking
13:40 – 15:30 Presentations
15:30 – 16:00 Afternoon tea and coffee
16:00 – 16:50 Presentations
16:50 – 18:00 Evening drinks and Networking -- sponsored by



The Speakers



Professor Robert Brinkerhoff, Principal consultant and alliance partner with BTS, Inc. and Professor emeritus at Western Michigan University, USA

Use Training to Impact-Assure Operations Change Initiatives

Most mission-critical change initiatives require employees in key job roles to acquire and use new skills. But research shows that typically less than 20% of employees receiving training ever use their new skills in improved job performance. This poor training impact slows down successful adoption of change and can even fatally derail a vital operations initiative. In this presentation, Professor Brinkerhoff explains how many cutting edge companies are using High Impact learning principles and methods to “out-learn to out-perform” their competition, dramatically accelerating execution of critical strategic initiatives. Don’t let slow learning adoption bog down your key change initiatives. Instead, learn how to transform training from “event delivery” to a process for business performance improvement that guarantees mission-critical results.

Robert O. Brinkerhoff, Ed.D., is an internationally recognized expert in evaluation and training effectiveness, and winner of the *ASTD 2007 Exceptional Contribution to Workplace Learning and Performance* award and the *2008 Neon Elephant* award for creative contributions to workplace learning. He has provided consultation to dozens of major companies and organizations in the United States, South Africa, Russia, Europe, Australia, New Zealand, Singapore, and Saudi Arabia. Brinkerhoff is creator of the innovative Success Case Method for evaluation of training, author of sixteen books on evaluation and training, and has been a keynote speaker and presenter at hundreds of conferences and institutes worldwide. Scores of leading corporations and agencies ranging from Dell Computer and Nike to the World Bank and Central Intelligence Agency have adopted his methods and tools for training effectiveness and evaluation. He earned a doctorate at the University of Virginia in program evaluation where he also coordinated a “street academy” for disadvantaged youth for four years. He is currently a principal consultant and alliance partner with BTS, Inc. and Professor emeritus at Western Michigan University.



Dr Sherrie Ford, Principal Change Partners and Chairman of Power Partners Inc, Athens, Georgia, USA

Discover the beat of your workculture, the pulse of your success

In this presentation, Dr Ford will state and echo the challenges faced by leaders of factories around the world in aligning their workcultures with the vision of the company, demands of the customers, the requirements of “going Lean”: and of becoming more flexible and adaptive to faster and deeper change. Dr Ford poses the question “what if you invited your entire organisation to weigh in on how to go forward with best quality, least cost, perfect safety, best cost?”.

Dr. Sherrie Ford is Principal with Change Partners, LLC, a change management consulting firm and Chairman, Power Partners Inc., a 400-employee manufacturing company for pole-type transformers, solar panels and adsorption chillers. Dr. Ford became interested in the quandary of workculture resistance to change in the early 90s, and founded the Center for Continuous Improvement within a technical college in northeast Georgia. She left for the private sector to explore her findings by starting Change Partners LLC in 1996. She was joined by her business partner Steve Hollis that same year and together they have facilitated the workshop elements in close to 100 organizations, primarily in manufacturing. She and Hollis took their methods “off the deep end” by acquiring a factory that had been a consulting client: ABB-Athens, maker of pole-type transformers. Under their leadership the plant has survived numerous points when the plant should have folded and have brought in new products in line with the future “green” agenda: solar panels and adsorption chillers. Ford’s speaking experiences have been numerous since 1996 and global as well, delivering talks and workshops in the USA, Canada, Australia, the Netherlands and, on seven occasions, for SAPICS in South Africa. Her theme has always been “workculture governs success,” and that top management can be awakened to fresh approaches to leading through change, implementing Lean Enterprise methods, reducing cost, becoming more flexible and adaptive to on-going change at work. She has published numerous articles on this topic. She has been one of four external judges for Ten Best Plants in North America competition hosted annually by [IndustryWeek](#) magazine, since 1998.



Lloyd Snowden, Managing Partner, Oliver Wight EMEA

Understanding the challenges of Business Maturity to make sustainable change

This presentation is designed to explain the challenges an organisation will identify when it appreciates its present Business Maturity and what it identifies in terms of change and change management. It will explain the different phases and how transitions should be used to enable sustainable change.

Lloyd Snowden graduated as a Mechanical Engineer in 1982 then joined BREL on their MPDS Scheme, which enabled him to become first Chartered, in 1996, then a Fellow, in 1999, of IMechE. From 1982 to 1994 Lloyd experienced four company changes and restructurings, which saw BREL, through the intervention of ABB, become ADtranz in 1990. From 1984 to 1990, Lloyd held various manufacturing and assembly roles, eventually leading to site management responsibility in Derby. He then moved to their York facility to initiate a turn round project. In 1994, Lloyd took up an opportunity in Portugal as Vice President - Operations for Sorefame, which was soon to become part of the ADtranz group of companies. During the next three and a half years Lloyd initiated a programme to take Sorefame from national to international operation using S&OP as the focus for integration, teamwork and people / behaviour change. Lloyd returned to the UK at the end of 1998 as Managing Director at SAB WABCO, again introducing a UK change programme to reduce costs through the rationalisation of company locations and the implementation of streamlined company processes. To establish one company culture required the introduction of teamwork. S&OP provided the required focus, which enabled the integration of different personnel from different locations. Lloyd joined Oliver Wight at the beginning of 2002 and will utilise his extensive background of hands on company change

programmes, particularly initiated through people. The various company reorganisations undertaken by Lloyd have enabled him to develop more specific skills with organisation re-engineering, company strategies and how they relate to day to day operations, extended supply chain management, continuous improvement, NPI and the already mentioned people / behaviour / team work focus



Abrie de Swardt, Marketing Director, IMPERIAL Logistics, South Africa

Greening Transportation in the Supply Chain

Until very recently, freight transportation was a negligible consideration in company strategy with regard to environmental responsibility. However, current business practices such as international sourcing and quick turnaround times challenge this by extending transportation distances and minimizing lead times in the supply chain. Standard modes of transportation consume fossil fuels, generate noise and emit toxic compounds. The presentation's objective is to provide attendees the opportunity to gain practical insights into what best-in-class companies are doing to reduce carbon emissions and reduce costs at the same time thereby significantly optimizing their supply chains. **Abrie was presented with the South African Breweries award at the SAPICS**

2010 Annual Conference for the most innovative presentation at conference.

Abrie de Swardt holds the position of Marketing Director at IMPERIAL Logistics, the leading logistics and supply chain management company in southern Africa with a large European footprint. He has over nineteen years experience in the field of Supply Chain Management, including Manufacturing, Procurement, Warehousing and Distribution. He has been involved in various Supply Chain Optimisation initiatives during his career and amongst others led the Simba logistics team to be awarded the "Most Outstanding Supply Chain Achievement in PepsiCo International Europe, Middle East and Africa" for 2003. He has been employed by Sasol, ABB, Simba / Frito-Lay and Kraft Foods SA. Abrie has an MComm from the University of Stellenbosch and completed the Advanced Executive Program at UNISA SBL in 1998. Abrie is a member of the Supply Chain Council Leadership Team. He presents regularly at various supply chain conferences and seminars on numerous topics in logistics and supply chain management, including the GIBS MBA class.



Chris Hewitt, Project Manager, VSc Solutions, South Africa

From Chaos to World Class using the Lean Continuous Improvement Methodology

The case study talks about the Lean transformation of an FMCG Warehousing and Distribution operation from a dysfunctional operation into a structured, disciplined, flexible and profitable business.

Chris Hewitt is a senior project manager in the VSc Solutions Supply Chain Consulting division. Chris has been involved in a number of Lean continuous improvement projects across the Automotive, Warehouse and Distribution, FMCG, Telecoms and Manufacturing industries. Chris has a passion for continuous improvement and the sustainable impact that it can have in dysfunctional as well as functional operations. Chris has a degree from the University of KZN as well as a PDBA from GIBS Business School. The first 5 years of his career were spent in the IT industry as an application consultant and project manager while the last 5 years of his career have been spent in the Supply Chain Management with a specific focus on Lean continuous improvement.



Special Guest Speaker : Chantell Ilbury is one of South Africa's leading strategists and facilitators, working both locally and internationally. She specialises in guiding companies and other organisations through their strategic conversations on the future, and she believes passionately in the power of scenario thinking to unlock the best ideas on strategy. It was while Chantell was at UCT Graduate School of Business in 2000 that she first met Clem Sunter. They shared their ideas on scenario planning that led to the writing of their best-selling book *The Mind of a Fox*. The second book *Games Foxes Play* was launched in April 2005; and their third, *Socrates & the Fox*, in November 2007.



Dinesh Kumar CPIM, Manager, Deloitte, South Africa

Supply chains aren't the same: Research findings for India and South Africa

This paper discusses the findings of the doctoral research with Wits Business School focusing on supply chain setups and typologies, operational (SCOR) attributes, financial indicators and governance principles. The country specific findings related to policies, cultural, operational, financial, technology, risk, organisation and environment are presented. The comparative findings are analysed and the uniqueness is also discussed.

Dinesh Kumar is a Manager with the Supply Chain Strategy business unit with Deloitte Consulting, based in Johannesburg, South Africa and responsible for sales and delivery of end-to-end supply chain projects. Dinesh has more than twelve years experience in Supply Chain Management. In the capacity of manager, Dinesh has successfully executed numerous supply chain projects in Europe, Africa and APAC regions. Dinesh, a CPIM and CSCP professional from APICS has also presented several papers on supply chain management at national and international forums. Dinesh has been an invited speaker at IIE Conferences, SAPICS Annual Conferences and Supply Chain Council's World Conferences. Dinesh has a bachelor's degree in Chemical Engineering and a master's degree in Industrial Engineering and currently pursuing doctor of philosophy in Supply Chain Management at Wits Business School. Dinesh is also a guest faculty advisor for the supply chain course with IITM, India.



Dr Alan Barnard, CEO, Goldratt Research Laboratories, USA

Reducing Shortages and Surpluses in Retail with Theory of Constraints

The publishing industry globally, suffering from slow growth or in some cases, even declining sales, has over the past decade, been one of the hardest hit consumer goods industries, both due to recessionary pressures and the advent of online sales channels and e-books. In February 2008, the world's largest general-interest book publisher approached Goldratt Research Labs to find out if the application of Theory of Constraints (TOC) could help reduce both surpluses and maybe also shortages. This paper, presented by Dr Alan Barnard who led this research project in the USA, will share the process they followed to develop a simple yet powerful way to identify and quantify the extent, consequences and causes of surpluses and shortages within the book publishing supply chain and how TOC was used to develop and test a viable solution that is generic enough to be applied to any other consumer goods supply chain.

Dr Alan Barnard is currently CEO of Goldratt Research Labs, Director of Goldratt Group Africa, Chairman of Realization Africa and Chairman of The Odyssey Institute. TOC has provided Alan the practical means to help achieve his personal goal to help organizations and individuals identify and unlock their inherent potential Alan was a founding board member and chairman of TOCICO from 2003 to 2005 and received the TOCICO Lifetime Membership award in 2006 He has worked with companies such as ABB, Cisco, Seagate, SAP, Random House, BC Rail, Tata, Larsen & Toubro, Premier Foods, Shatterprufe, SABMiller, and with UN DP and InWent on applying TOC to City Councils in Africa. Alan is married to Laura and they have two young sons Christian and Francois who are becoming real TOC practitioners as they never stop asking WHY!



Ken Titmuss, CFPIM, CSCP, SAPICS, South Africa

Customer Focused Supply Chains

The presentation is designed to provide foundational information about supply chain management to individuals who support the supply chain, but are not necessarily professionals in the field. The goal is to help these employees understand how their job functions complement and enhance global supply chain management. The presentation will provide an insider's view of supply chain management. It is designed to quickly and effectively educate team members who support supply chains, enabling them to help increase efficiency and generate improvements.

Ken, has an Honours degree in Production Engineering from Loughborough University in the UK as well as his CFPIM and CSCP from APICS in the USA. For the last 13 years Ken has run his own business, Kent Outsourcing Services (KOS), focusing on education and consulting in manufacturing, materials and supply chain management. KOS is a member of the PSQ consulting group which is the SAPICS Franchise holder in Cape Town. During this time he has worked with over 120 companies in Southern Africa in many sectors including, automotive, engineering, electronic, electrical, food, agriculture, fishing, clothing, medical and mining, to mention a few. Ken has been a member of SAPICS since 1989 serving on the Cape Town Chapter since then. He has also been a member of the SAPICS national board for many of those years, serving as President for two of them. Ken has regularly presented papers and workshops at SAPICS and other supply chain conferences over the years in South Africa. In addition, he presents SAPICS education courses, seminars and workshops both publicly in Cape Town or in-house to his clients around the country. Ken is an APICS qualified Master Trainer.



How to realise a demand driven supply chain







Ryan Muller CPIM, Business Development Manager, Barloworld Supply Chain Software, South Africa



In this presentation we will cover how to realize a demand driven supply chain by deploying proper Demand Management and linking this to supply and S&OP in order to align the business with a customer centric vision. We will expose the audience to the use of SCORmark for benchmarking and a method to identify supply chain maturity from AMR research. The use of SCOR metrics will be covered within a multi-echelon environment in order to develop and drive the right behaviors. The relevance of technology, its relevance and its uses will also be covered.

Ryan Muller has built his experience in Marketing and Sales over the past thirteen years. More recently Ryan has fulfilled the Business Development role for Barloworld Supply Chain Software division where he is involved in the development and implementation of supply chain planning and optimisation solutions. These solutions include demand management, inventory optimisation, tactical planning, Sales and Operations planning and also strategic network design. Further to that, he has been involved in projects that enhance these processes using methodologies such as LEAN and SCOR. He has worked with companies of all sizes including multinationals across various industries in the optimisation of supply chain planning processes and technology from a strategic level through to an operational level.

For all enquiries and full registration details please contact the Event Secretariat, c/o Upavon Conferences at upavon@icon.co.za or telephone 011 023 6701

Full details will be posted on the SAPICS Website at www.sapics.org.za and online registration facilities are available

07:30 – 08:30	Arrival	
	Tea and coffee will be served on arrival. You will be able to collect your delegate badge and conference pack from the staff at the registration desk.	
08:30 – 08:35	Welcome	
08:35 – 09:25	 <p>Discover the beat of your workculture, the pulse of your success Dr Sherrie Ford, Principal Change Partners and Chairman of Power Partners Inc, Athens, Georgia, USA In this presentation, Dr Ford will state and echo the challenges faced by leaders of factories around the world in aligning their workcultures with the vision of the company, demands of the customers, the requirements of “going Lean”: and of becoming more flexible and adaptive to faster and deeper change. Dr Ford poses the question “what if you invited your entire organisation to weigh in on how to go forward with best quality, least cost, perfect safety, best cost?”</p>	
09:30 – 10:20	 <p>Understanding the challenges of Business Maturity to make sustainable change Lloyd Snowden, Managing Partner, Oliver Wight EMEA This presentation is designed to explain the challenges an organisation will identify when it appreciates its present Business Maturity and what it identifies in terms of change and change management. It will explain the different phases and how transitions should be used to enable sustainable change.</p>	 <p>How to realise a demand driven supply chain Ryan Muller CPIM, Business Development Manager, Barloworld Supply Chain Software, South Africa In this presentation we will cover how to realize a demand driven supply chain by deploying proper Demand Management and linking this to supply and S&OP in order to align the business with a customer centric vision. We will expose the audience to the use of SCORmark for benchmarking and a method to identify supply chain maturity from AMR research. The use of SCOR metrics will be covered within a multi-echelon environment in order to develop and drive the right behaviors. The relevance of technology, its relevance and its uses will also be covered.</p>
10:20 – 10:50	Morning Tea & Coffee	
	An ideal opportunity to meet with representatives of the sponsors of the event : BTS, IMPERIAL Logistics, MTN, Oliver Wight, Open Learning Group, UTi	
10:50 – 11:40	 <p>Supply chains aren't the same: Research findings for India and South Africa Dinesh Kumar CPIM, Manager, Deloitte, South Africa This paper discusses the findings of the doctoral research with Wits Business School focusing on supply chain setups and typologies, operational attributes, financial indicators and governance principles. The country specific findings related to policies, cultural, operational, financial, technology, risk, organisation and environment are presented. The comparative findings are analysed and the uniqueness is also discussed.</p>	 <p>Customer Focused Supply Chains Ken Titmuss, CFPIM, CSCP, SAPICS, South Africa The presentation is designed to provide foundational information about supply chain management to individuals who support the supply chain, but are not necessarily professionals in the field. The goal is to help these employees understand how their job functions complement and enhance global supply chain management. The presentation will provide an insider's view of supply chain management. It is designed to quickly and effectively educate team members who support supply chains, enabling them to help increase efficiency and generate improvements.</p>
11:50 – 12:40	 <p>Use Training to Impact-Assure Operations Change Initiatives Professor Robert Brinkerhoff, Principal consultant and alliance partner with BTS, Inc. and Professor emeritus at Western Michigan University, USA Most mission-critical change initiatives require employees in key job roles to acquire and use new skills. But research shows that typically less than 20% of employees receiving training ever use their new skills in improved job performance. This poor training impact slows down successful adoption of change and can even fatally derail a vital operations initiative. In this presentation, Professor Brinkerhoff explains how many cutting edge companies are using High Impact learning principles and methods to “out-learn to out-perform” their competition, dramatically accelerating execution of critical strategic initiatives. Don't let slow learning adoption bog down your key change initiatives. Instead, learn how to transform training from “event delivery’ to a process for business performance improvement that guarantees mission-critical results.</p>	
12:40 – 13:40	Lunch	
	Enjoy a light lunch and meet the speakers in an informal, relaxed environment.	

13:40 – 14:30	 <p>Greening Transportation in the Supply Chain Abrie de Swardt, Marketing Director, IMPERIAL Logistics, South Africa Until very recently, freight transportation was a negligible consideration in company strategy with regard to environmental responsibility. However, current business practices such as international sourcing and quick turnaround times challenge this by extending transportation distances and minimizing lead times in the supply chain. Standard modes of transportation consume fossil fuels, generate noise and emit toxic compounds. The presentation's objective is to provide attendees the opportunity to gain practical insights into what best-in-class companies are doing to reduce carbon emissions and reduce costs at the same time thereby significantly optimizing their supply chains. Abrie was presented with the South African Breweries award at the SAPICS 2010 Annual Conference for the most innovative presentation at conference.</p>	
14:40 – 15:30	 <p>Reducing Shortages and Surpluses in Retail with Theory of Constraints Dr Alan Barnard, CEO, Goldratt Research Laboratories, USA</p> <p>The publishing industry globally, suffering from slow growth or in some cases, even declining sales, has over the past decade, been one of the hardest hit consumer goods industries, both due to recessionary pressures and the advent of online sales channels and e-books. In February 2008, the world's largest general-interest book publisher approached Goldratt Research Labs to find out if the application of Theory of Constraints (TOC) could help reduce both surpluses and maybe also shortages. This paper, presented by Dr Alan Barnard who led this research project in the USA, will share the process they followed to develop a simple yet powerful way to identify and quantify the extent, consequences and causes of surpluses and shortages within the book publishing supply chain and how TOC was used to develop and test a viable solution that is generic enough to be applied to any other consumer goods supply chain.</p>	 <p>From Chaos to World Class using the Lean Continuous Improvement Methodology Chris Hewitt, Project Manager, VSc Solutions, South Africa The case study talks about the Lean transformation of an FMCG Warehousing and Distribution operation from a dysfunctional operation into a structured, disciplined, flexible and profitable business.</p>
15:30 – 16:00	<p style="text-align: center;">Afternoon Tea & Coffee</p> <p style="text-align: center;">Take the opportunity to learn more about what SAPICS can offer you in your area. Local SAPICS representatives will look forward to meeting you.</p>	
16:00 – 16:50	 <p>Special Guest Speaker : Chantell Ilbury is one of South Africa's leading strategists and facilitators, working both locally and internationally. She specialises in guiding companies and other organisations through their strategic conversations on the future, and she believes passionately in the power of scenario thinking to unlock the best ideas on strategy. It was while Chantell was at UCT Graduate School of Business in 2000 that she first met Clem Sunter. They shared their ideas on scenario planning that led to the writing of their best-selling book <i>The Mind of a Fox</i>. The second book <i>Games Foxes Play</i> was launched in April 2005; and their third, <i>Socrates & the Fox</i>, in November 2007.</p>	
16:50 – 18:00	<p>Afternoon drinks - sponsored by</p> <div style="text-align: center;">  <p>Open Learning Group*</p> </div>	