

SPECIAL PRE-CONFERENCE ISSUE

Early bird  
extended til  
Sept. 30th

# THE CONNECT

Ontario Institute of the Purchasing Management Association of Canada

OIPMAC's 14th  
Annual Conference

Rising To  
The Challenge

October 14-15, 2011

ISSUE 1, VOL 6 FALL 2011



# Rising to the Challenge

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OIPMAC's 14th Annual Conference

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### OIPMAC MISSION STATEMENT

It is the mission of the Ontario Institute of the Purchasing Management Association of Canada to:

- Provide and protect the certification process in the province of Ontario
- Encourage the development of the membership through education, research, and standards of practice
- Promote and advance the supply chain management profession

*The Connect* is published twice a year by the Ontario Institute of the Purchasing Management Association of Canada. Published articles express the opinions of their authors and do not necessarily reflect OIPMAC policy. OIPMAC reserves the right to edit all contributions and letters to the editor and takes no responsibility for returning unsolicited mail.

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**All submissions must include contact information and should be forwarded to:**

#### The Connect

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Editors: **Mia Fatrdla, Joe Gonzales, Hilka McCallum**

**Fall 2011 submissions deadline: September 30, 2011**

Publications Mail Agreement No. 40042069

Join us at the Toronto Congress Centre October 14th and 15th and "Rise to the Challenge" by attending OIPMAC's 14th Annual Conference. Don't miss your chance to: **Network with your peers.**

- Earn up to 10 maintenance points.
- Gain leading-edge SCM knowledge.
- Participate in up to 15 educational sessions on new and emerging practices in SCM.
- Attend six keynote sessions by industry leaders.
- Learn about the latest SCM products and services.
- Eat, drink, and have fun!

Full conference registration includes breakfast and light lunch on both Friday and Saturday, as well, as a ticket to the wine and cheese networking session and Friday evening's plated dinner.

#### REGISTRATION NOW OPEN

Early bird pricing ends September 27, 2011

To register for the conference or to learn more about the event please visit us on-line: [www.oipmac.ca](http://www.oipmac.ca)

*Earn 10 maintenance points!  
Early bird pricing ends September 27, 2011!*



### CONFERENCE LOCATION:

Toronto Congress Centre  
650 Dixon Road,  
Toronto, ON M9W 1J1  
[www.torontocongresscentre.com](http://www.torontocongresscentre.com)

### HOTEL ACCOMMODATIONS:

Radisson Suite Hotel  
Toronto Airport  
640 Dixon Road,  
Toronto, ON M9W 1J1  
Discount Code: OIPMAC  
Rate: \$129/night – deluxe;  
\$149/night – Executive Deluxe  
Phone: 1-800-395-7046  
Web: [www.radisson.com/torontoca\\_airport](http://www.radisson.com/torontoca_airport)  
(Hotel rooms must be reserved by Sept 23, 2011 to receive the reduced rate)

### TRANSPORTATION:

Via Rail Canada  
7% discount off the best available fare in Economy, Business, Sleeper, or Sleeper Touring class.

### Key Dates

September 27, 2011	• Early Registration Deadline
October 12-13, 2011	• Pre-Conference Program • Competitive Bidding and the Tendering Process
October 14, 2011	• Conference Opens • OIPMAC Annual General Meeting • 2011 OIPMAC CSCMP Convocation • Guest Entertainment
October 15, 2011	• Conference Closes

## OIPMAC 2011 Annual Conference

# Supply chain: from earth-bound aid to cloud-based intelligence

EARLYBIRD  
REGISTRATION  
ENDS  
SEPTEMBER 27

With disasters occurring around the world on an almost daily basis, humanitarian supply chains have become absolutely critical. Whether it's delivering food, water, medicine, education, building supplies or a host of other essential products and services to people in need, the supply chain management professional is confronted by a myriad of unique challenges. Establishing efficient and effective humanitarian supply chains can be confounded by everything from complex administrative systems to rugged terrain. Providing aid to stricken people can be nothing short of a logistical and political nightmare.

A timely and insightful education session featured at OIPMAC's 2011 Annual Conference will explore the challenges and opportunities in humanitarian supply chains. The session will be presented by Paul Larson, the CN Professor of SCM at the University of Manitoba who served two years in the United States Peace Corps.

Mr. Larson points out that while the business world is mainly about profit and loss, the humanitarian world is about life and death. But the practices of both can be harnessed effectively in delivering aid to people stricken by disaster. As this education session will show, business professionals and humanitarian supply chain managers can learn much from each other.

Mr. Larson will draw on his recent experience in Haiti in describing various challenges and opportunities in developing humanitarian supply chains. Areas of discussion will include security and risk management, relationship building, and performance assessment and improvement.

The topic of humanitarian supply chains is just one of the outstanding SCM sessions being offered at this year's OIPMAC Annual Conference. The conference covers a broad range of new and innovative practices in supply chain management, addressing subjects as diverse as running a successful beer company, cutting-edge processes for improving organizational operations, specialized requirements in health-care supply chains, emerging trends in the RFP process, new public sector

procurement initiatives, electronic bid submissions, optimizing supply chain inventory, procurement fraud, and "cloud-based" SCM tools and information sources.

The conference session on "Finding Supply Chain Intelligence in the Clouds" promises to be especially intriguing. Cloud computing is essentially the delivery of computing as a service rather than a product. Shared resources, software and information are provided to computers and other devices as a utility (like the electricity grid) over a network (typically the Internet). Physical location and configuration of systems that deliver the services are not relevant to the end user.

Cloud computing offers significant opportunities in the supply chain management field. As session presenter Rod Sherkin, founder of the SCM knowledge site Propurchaser.com, observes, cloud-based computing resources not only improve value-for-money received, but also lead to more stable and robust supply chains.

Whatever the business sector, OIPMAC's 2011 Annual Conference offers attendees a wealth of knowledge in supply chain strategy, management and implementation. Even more important, the Institute's Annual Conference offers a prime venue for relationship-building. Here's a chance to meet one-on-one with fellow supply chain management professionals, key business leaders, decision-makers and industry experts.

Join us at OIPMAC's 2011 Annual Conference, and take advantage of superb networking and professional development opportunities. You'll take away practical techniques to help build the success of your organization and enhance your own performance. And best of all, you'll have a front row seat on seeing what the future of supply chain management holds.

## R. David Fletcher

*President and CEO, OIPMAC*



# Keynote Speakers

**Friday October 14, 2011 -  
8:30 a.m. - 9:15 a.m.**

**Session Title:** *The Minhas School of Beer Business Success*

**Speaker:** Manjit Minhas

**Session Overview:**

Discover how Manjit Minhas, a petroleum engineering student and her brother started the 11th largest independent brewery, Mountain Crest Classic Lager, and became the first successful beer company to enter Canada in decades, with just \$10,000 at the age of 19!

**Friday October 14, 2011 -  
12:45 p.m. - 1:30 p.m.**

**Session Title:** *North American Economic Outlook - Will the Recovery be Sustained?*

**Speaker:** Paul Ferley

**Session Overview:**

The North American economy pulled out of recession mid-2009, however, the damage to household balance sheets and the extent of marked weakness through the recession have limited the willingness of both consumers and businesses to spend keeping the pace of growth modest. This sub-par recovery has also brought to the forefront concerns about fiscal imbalances particularly in Europe and the U.S. The presentation will focus on what a sustained recovery means for interest rates in North America and the Canadian dollar. The presentation will also touch on some of the other dimensions of the Canadian macroeconomic environment including the regional outlook for growth.

**Friday October 14, 2011 -  
1:45 p.m. - 2:30 p.m.**

**Session Title:** *Disruptive Technology and the Pending Impact of Transport Airships on Northern Supply Chains*

**Speaker:** Barry E. Prentice

**Session Overview:** As the 21st century unfolds, we are on the verge of seeing new-era airships emerge as the latest means of transporting and delivering supplies. Cargo-carrying airships will dramatically open up and transform Canada's North and other remote regions. In fact, transport airships could re-order entire trade routes and supply chains, and radically alter established markets.



## Manjit Minhas

The beer baroness is one of North America's most innovative and exciting entrepreneurs, who has broken down many barriers along her path, in the male oriented alcohol industry. In this presentation, Manjit Minhas shares the principles and entrepreneurial values that have led her company to rapid success -- principles she calls "The Minhas School of Beer Business Success." In her presentation she will discuss why trust is one of the most important aspects of business, how you can identify the market gaps your competitors are ignoring, and use them to your advantage, and how to successfully market your product on a shoestring budget.



## Paul Ferley

As Assistant Chief Economist, Paul Ferley is responsible for the analysis and forecasting of macroeconomic and financial market developments in Canada, the United States, and key overseas economies and is a regular contributor to a number of RBC publications. A graduate of Queen's University and the University of Manitoba, Paul joined the Economics Department of RBC in 2007 after working for twenty years at another major financial institution where he was responsible for generating the macroeconomic outlook for the United States, Canada and Canadian regional economies. Paul started his professional career as an economist in the Research Department at the Bank of Canada.

Paul is a member of the Economic Policy Committee of the Canadian Chamber of Commerce and former member on the Editorial Board of Canadian Public Policy/Analyse de politiques. Paul is also Past President and Director of the Toronto Association of Business and Economics (TABE).



## Barry E. Prentice

Dr. Prentice is a Professor of Supply Chain Management, at the I.H. Asper School of Business, University of Manitoba and former Director of the Transport Institute. His research and teaching interests include logistics, transportation economics, urban transport and trade policy. Dr. Prentice holds a degree in economics from University of Western Ontario and graduate degrees in agricultural economics from University of Guelph and University of Manitoba.

Dr. Prentice has authored or co-authored more than 250 research reports, journal articles and contributions to books. His scholarly work has been recognized for excel-

lence in national paper competitions and awards. In 1999, National Transportation Week named him Manitoba Transportation Person of the Year. Through the Transport Institute, Dr. Prentice has organized national and international conferences on sustainable transportation, supply chain, agribusiness, the potential use of airships for northern transportation and food trade between Canada and Mexico.

He was instrumental in founding a major in transportation and logistics within the B.Comm. (Hons.) program at the I. H. Asper School of Business.

Dr. Prentice has served on the Boards of several transportation organizations: National Transportation Week (President, 2001 and 2003), Honourary President of the Canadian Institute for Traffic and Transportation and the Canadian Transportation Research Forum. He is the President of ISO Polar Airships that he co-founded in 2005 as a not-for-profit research institute to promote the use of airships as sustainable transport for the northern latitudes. He is Associate Editor of the Journal of Transportation Research Forum.



## Lee-Anne McAlear

Lee-Anne McAlear is the Program Director of Schulich's Centre of Excellence in Innovation Management at York University. Lee-Anne is a highly regarded consultant, facilitator, speaker and training specialist. For over 20 years, she has worked globally with Fortune 500 companies, and high growth entrepreneurial firms to help formulate strategies and enhance individual, team and organizational performance.



## Lieutenant-Colonel Peter MacLaurin

LCol MacLaurin joined the Canadian Armed Forces in 1983 as an Army Logistics Officer. He progressed through typical logistic appointments including Quartermaster, Supply Platoon Commander, Combat Service Support Company Commander and Operations Officer. LCol MacLaurin was appointed

Commanding Officer of the 25th Service Battalion in 2003. This military unit trains soldiers in logistical skills, such as transportation, warehousing food services, and mechanical support of military operations, both nationally and internationally. In 2006, LCol MacLaurin joined the Canadian Armed Forces College, as an instructor teaching Leadership Responsibility and Command courses. LCol MacLaurin's education includes a Masters of Business Administration from the University of Toronto.

**Saturday October 15, 2011 –  
8:15 a.m. - 9:00 a.m.**

**Session Title: *Productivity, Innovation & Change Management – The Missing Link***

**Speaker:** Lee-Anne McAlear

### **Session Overview:**

If you need to make your organization or department more effective and efficient this session is for you. Learn easy-to-use processes and tools that can be used immediately individually and in teams with other people in your organization

**Saturday October 15, 2011 –  
12:15 p.m. - 1:00 p.m.**

**Session Title: *How to Succeed in Complex (and Dangerous) Situations: An Examination of Today's Military Logistician***

**Speaker:** Lieutenant-Colonel Peter MacLaurin

### **Session Overview:**

This presentation will examine the professional and educational tools that enable Canadian military logisticians to be successful and will touch on the following topics.

- Describing the current military operating environment, including the military's interaction with international partners, other government departments, and public institutions.
- Highlighting current logistics activities that are supporting Canada's military operations.
- Presenting the tactical training that establishes the professional culture.
- Presenting the educational activities that enable logisticians to work in complex and ambiguous situations.

**Saturday October 15, 2011 -  
2:15 p.m. - 3:00 p.m.**

**Session Title:** *Current Trends in Procurement and the RFP Process: The Good, the Bad and the Ugly!*

**Speaker:** Michael Asner, RFP Mentor

**Session Overview:**

The presentation is focused on trends and emerging practices in procurement. Today, in Canada, there are two pre-eminent trends, especially in the public sector. The first is the increasing use of negotiations coupled with Best and Final Offers. The second is the transformation of procurement to Spend Management.

Michael will discuss these trends as well as others including; Cooperative Purchasing, Alternative Dispute Resolution, Public Private Partnering, P-Cards, e-Procurement, Reverse Auctions, Fairness Officer, Green Procurement and Outsourcing.

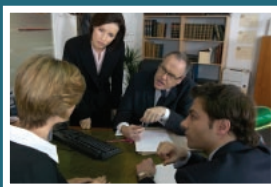


## Michael Asner, RFP Mentor

Michael Asner is recognized as one of North America's leading speakers, consultants, and authors dealing with public sector procurement and the Request for Proposal process. He helps government entities improve their RFP practices and documents. He acts as an RFP Advisor or Fairness Officer on high visibility procurements.

Michael frequently assists lawyers in procurement cases. His clients include cities, counties and public agencies in U.S. and Canada. (He also assists private sector firms by providing training and consulting on selling to government and creating winning proposals.)

He offers RFP training and workshops throughout North America. Michael has published extensively about the RFP Process. His textbook, *The Request For Proposal Handbook*, now in its fourth edition, is in use in more than 4000 organizations.



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# Education Sessions

SPEAKERS

SESSIONS

## Peggy Mooney

**S1: Friday October 14, 2011 9:30 a.m. - 10:30 a.m.**

Ms. Mooney has held various positions in the Ontario Provincial Government, starting her public service career in 1984 with the Ministry of Finance's budget and taxation office. From 2003 to 2005, she served as Assistant Deputy Minister, Program and Estimates Division, Management Board Secretariat, and subsequently as Chief Administrative Officer, Ministry of Health Promotion. From 2006-2007 she was Assistant Deputy Minister, BPS Supply Chain Secretariat at Ontario Ministry of Finance and prior to her current appointment, led Heritage Toronto as its Chief Executive Officer. Peggy holds a BA in Economics from the University of Strathclyde and an MBA from the University of Toronto.

## Paul Larson

**S2: Friday October 14, 2011 9:30 a.m. - 10:30 a.m.**

Dr. Paul D. Larson is the CN Professor of SCM at the University of Manitoba. He is originally from northern Minnesota and served two years in the United States Peace Corps. Dr. Larson earned a Ph.D in 1991 from the University of Oklahoma. Recently, Paul has been focusing on what humanitarian supply chain managers can learn from public sector and business professionals - and visa versa.

## Michael Haughton

**S3: Friday October 14, 2011 9:30 a.m. - 10:30 a.m.**

Dr. Michael A. Haughton is a Professor of Operations and Decision Sciences in the School of Business and Economics at Wilfrid Laurier University. He received a B.Sc. in economics and accounting from the UWI, an M.S. in management science and a Ph.D. in business logistics from Pennsylvania State University. He currently teaches courses in the areas of Transportation Management and Supply Chain Management. His main research focuses on using model-based and empirical methods to study issues of managing transportation, logistics, and supply chain operations in contexts such as vehicle dispatch/routing and trans-national trade. His work has been published in several top tier refereed academic journals. Professor Haughton's scholarly achievements include receiving outstanding conference paper awards and being selected as the 2008-2009 Fulbright Visiting Research Chair at Arizona State University's Center for Trans-border Studies.

**S1: Friday October 14, 2011**

**9:30 a.m. - 10:30 a.m.**

**Session Title: *Broader Public Sector Procurement Directive***

**Speaker:** Peggy Mooney

**Session Overview:**

The Broader Public Sector Accountability Act, 2010 puts in place a number of new transparency and accountability mechanisms for publicly funded organizations such as hospitals, schools, colleges and universities. This session will focus on one of these requirements: the Broader Public Sector Procurement Directive.

**S2: Friday October 14, 2011**

**9:30 a.m. - 10:30 a.m.**

**Session Title: *Challenges and Opportunities in Humanitarian Supply Chains***

**Speaker:** Paul Larson

**Session Overview:**

This interactive session is about challenges and opportunities in humanitarian supply chains. As the world faces an increasing number of disasters, it is important for all supply chain managers to understand the humanitarian context. Public sector and business professionals have much knowledge and skill to offer their humanitarian counterparts. If the business world is about profit and loss, then the humanitarian world is about life and death, after disaster strikes. The presenter will draw on recent experience in Haiti in describing various challenges and opportunities. Areas of discussion will include security and risk management, relationship building, and performance assessment/improvement.

**S3: Friday October 14, 2011**

**9:30 a.m. - 10:30 a.m.**

**Session Title: *The Skills That Help Overcome SCM Challenges***

**Speaker:** Michael Haughton

**Session Overview:**

Three key issues addressed in the presentation are: (i) Current and future supply chain challenges that companies must confront. (ii) What companies must do to successfully confront those challenges, and (iii) the specific SCM competences and attributes practitioners must have in order to help companies deal with those challenges.

**S4: Friday October 14, 2011****11:00 a.m. - Noon****Session Title: *Optimizing Supply Chain Inventory*****Speaker:** Dennis Lord**Session Overview:**

Organizations that successfully optimize inventory significantly improve customer service and leverage their supply chains for an increased ROI. Collaborating with suppliers and customers to establish the optimal mix of inventory and service levels for each inventory item/location in the supply chain is the key for all parties to optimize cost and service. This presentation will explain inventory optimization, how it works, and its contribution to the overall efficiency and effectiveness of supply chains and their management.

**S5: Friday October 14, 2011****11:00 a.m. - Noon****Session Title: *Electronic Bid Submission - Practical and Legal Issues to Consider*****Speaker:** Dennis Lord**Session Overview:**

Adopting Electronic Bid Submission (EBS) is the final step that a purchasing organization takes in its attempt to move a complete electronic tendering process.

Before making that decision, an organization must consider the impact that this process will have on their vendors as well as on their own internal organization.

There are huge efficiency gains and financial benefits when EBS is integrated into the tendering process but there are practical issues and legal implications that an organization must be aware of as part of the transition.

**S6: Friday October 14, 2011****11:00 a.m. - Noon****Session Title: *Best Practices in Canadian Business: A Discussion*****Speaker:** Theresa Brown**Session Overview:**

This presentation will bring to light the most frequently prescribed best practices that the GTM has recommended to Canadian companies over the past two years as a result of our extensive Supply Chain Diagnostics and Supply Chain Analyses activities.

**Dennis Lord****S4: Friday October 14, 2011 11:00 a.m. - Noon**

Dennis Lord executive director of IMS Consulting with offices in Toronto, Canada and Port-of-Spain, Trinidad is an internationally renowned leader in the area of business improvement and is highly respected for his expertise as a supply chain efficiency specialist.

Mr. Lord helps his clients to lead and sustain change, and to achieve and maintain outstanding business performance. He is an educator, coach, and consultant who has assisted various companies in improving their operations through strategic development, process planning, and continuous improvement.

Mr. Lord has practical experience in a variety of business sectors with key consulting roles in major corporations including: refineries, food, pharmaceutical, automotive, aerospace, packaging, and high-tech manufacturing and distribution sectors.

**Paul Saunders****S5: Friday October 14, 2011 11:00 a.m. - Noon**

Paul Saunders is President of MERX Networks Inc. Prior to joining MERX, Mr. Saunders held senior executive positions at Cognos Inc., LinkAge Software and acted as the President and CEO of COAST Software. Mr. Saunders has extensive experience working with public sector organizations at the federal, provincial, state and municipal/local levels both in Canada and in the United States and has been instrumental in the management of technological change and its impact on organizations and their constituents. As the internet became entrenched during the 90s, Mr. Saunders recognized the technology's potential and how it could be utilized to provide increased efficiencies and improve access to information for both public and private sector organizations.

**Theresa Brown****S6: Friday October 14, 2011 11:00 a.m. - Noon**

Theresa is the Senior Supply Chain Advisor for Export Development Canada's (EDC) Global Management Team (GMT). She is part of a team that develops supply chain-focused market intelligence and relationships and leverages its expertise to support EDC's strategic business development activities. The group also provides supply chain leadership to Canadian companies by fostering and facilitating adoption of supply chain practices.

During the last 15 years Theresa has worked in various departments in the private sector including finance, sales, and product development, with a special focus on supply chain management, allowing her to develop the ability to fully understand the importance of cross-branch collaboration. The breadth of her experience spans from senior supply chain management roles with small and medium-sized enterprises to the management of international supply chain functions and relationships.

## Clifford Strachan and Jennie Chan

**S7: Friday October 14, 2011 2:45 p.m. - 3:45 p.m.**

**Clifford Strachan** is an Associate Director for the Toronto office of Navigant's Investigation Practice. Cliff joined Navigant from CIBC where he investigated payment card crime. Prior to this, he spent 30 years as a police officer with the Ontario Provincial Police and left as a Commissioned Officer having served in the Anti-Rackets Section, the Criminal Investigation Bureau and as the Chief of Police for a municipal police service. He has lectured on issues related to identity theft and criminal and civil fraud.

**Jennie Chan**; Navigant Toronto Director of Disputes and Investigations Practice, focuses on forensic and investigative accounting on behalf of corporations, governments and law enforcement agencies. Ms. Chan has handled numerous assignments involving fraud and other white collar investigations, and financial reviews and inquiries. She has lectured on forensic accounting and fraud investigation topics to accountants, lawyers, and law enforcement personnel.

**S7: Friday October 14, 2011  
2:45 p.m. - 3:45 p.m.**

**Session Title:** *Procurement Fraud: Case Studies / Managing the Losses*

**Speakers:** Clifford Strachan and Jennie Chan

### Session Overview:

Fraud and Misappropriation are ongoing concerns and procurement managers should know how to recognize the signs and what to do when it is suspected. Presenters will focus on actual schemes that have involved employees and/or vendors misappropriating funds and materials resulting in significant losses to large private and public organizations. Examples will demonstrate the need for a planned approach in reporting and investigating to stop the scheme and recover losses. Examples of "Red Flags" will be provided along with best practices for vendor due diligence and employee screening.



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**S8: Friday October 14, 2011  
2:45 p.m. - 3:45 p.m.**

**Session Title:** *Fundamentals of Surety and E-Bonding Update*

**Speaker:** Joann Brnjas

**Session Overview:**

Please Visit [www.OPIMAC.ca](http://www.OPIMAC.ca) for details as they become available.

**S9: Friday October 14, 2011  
2:45 p.m. - 3:45 p.m.**

**Session Title:** *Creating the Ultimate Supplier-Customer Relationship*

**Speaker:** Andrew Miller

**Session Overview:**

This session will help you understand what a successful relationship between supplier and customer should look like, and how you can build upon those relationships. The session is geared towards both buyers and suppliers and will show you to overcome some of the biggest challenges organizations face in developing partner relationships.

In this session, you will gain:

- Specific insights on how organization can increase value through improved management of relationships
- Discover how to maximize the benefits of current partnerships to dramatically improve results
- Learn how to enhance the reputation of your organization, and your partners and how that helps create a competitive advantage

**S10: Saturday October 15, 2011  
9:15 a.m. - 10:15 a.m.**

**Session Title:** *Finding Supply Chain Intelligence in the Clouds*

**Speaker:** Rod Sherkin

**Session Overview:**

Rod will describe a variety of web-based tools and information sources that now exist "in the cloud" which can leverage a supply chain professional's bargaining position, when negotiating with suppliers.

He will show you how these tools and tactics not only improve your ROI but also lead to more stable and robust supply-chains (because they attract the best suppliers).

## Andrew Miller

**S9: Friday October 14, 2011 2:45 p.m. - 3:45 p.m**

Andrew Miller is a reputed consultant, writer and speaker who has successfully helped world-class organizations generate dramatic operational and financial improvements and improve the speed, performance and efficiency of their organizations.

## Rod Sherkin

**S10: Saturday October 15, 2011 9:15 a.m. - 10:15 a.m.**

Rod Sherkin is a graduate industrial engineer with extensive experience in both senior management and consulting. His management experience includes fifteen years as the senior executive responsible for Purchasing at Pillsbury and later, Ball Packaging. His consulting career has focused on Purchase Cost Reduction for a wide variety of clients including: Best Foods, Broan-NuTone, Androcan Inc, Allanson International Inc., and Moosehead Breweries, to name a few.

Rod is the founder of "Propurchaser.com", a website based on the "Knowledge Equals Leverage" principle. It uses the Internet to put actionable information into the hands of Supply-Chain Professionals to help them succeed at negotiations.

## Deborah Jann

**S11: Saturday October 15, 2011 9:15 a.m. - 10:15 a.m.**

Deborah Jann is a Director, Client Solutions with Knightsbridge Human Capital Solutions in Toronto. In her role Deborah works with individuals and corporations to help them increase their competitive advantage through assessment and coaching, learning and development and branding and networking strategies. She frequently counsels clients on career management and has co-authored a Knightsbridge white paper on this topic titled Why Re-Engaging the "B Team" is More Important than Ever.

## Bruce Mallalieu

**S12: Saturday October 15, 2011 9:15 a.m. - 10:15 a.m.**

As Field Consulting Director, for Ariba, Inc., Bruce leads Ariba's consulting organization in Canada. Over the past 25+ years, Bruce has gained significant supply chain experience as both an executive and a consultant across a wide range of industries. Prior to joining Ariba, Bruce held various supply chain executive roles (including VP) and has held consulting positions with Deloitte, IBM, PwC, Rogers, Lockheed Martin and CN. Bruce is a graduate of the Queen's University MBA Program.

## Peter Bell

**S13: Saturday October 15, 2011 10:30 a.m. - 11:30 a.m.**

Peter Bell brings 30+ years' experience as a Professor at Richard Ivey School of Business. He is the Winner of both Ivey and international teaching prizes as well as the author of 16 books, 120+ business cases, 100+ articles.

## Sanjay Dhar

**S14: Saturday October 15, 2011 10:30 a.m. - 11:30 a.m.**

Sanjay Dhar is a leader in Accenture's Canadian Supply Chain practice. Sanjay specializes in improving supply chain operations with a specific focus on strategic sourcing, procurement transformation and new product development. Sanjay's clients include leading Canadian and global organizations in teleco, consumer packaged goods and energy. He is currently leading a value-based cost reduction program for a large Canadian company. Sanjay holds a B.Com. from Pune University, an MMS from Bombay University and an MBA from the Rotman School of Management at the University of Toronto.

**S11: Saturday October 15, 2011  
9:15 a.m. - 10:15 a.m.**

**Session Title:** *Continuous Career Management for SC Professionals*

**Speaker:** Deborah Jann

### Session Overview:

The last few decades have seen major changes in the world of work: organizations have become flatter, more fluid and more global, and career paths are less well-defined than ever before. In this session learn how to best navigate your career by:

- Gaining insight about your strengths and development areas
- Articulating your value proposition
- Networking effectively internally and externally
- Working toward your career goals through coaching and mentorship
- Building your network of sponsors

**S12: Saturday October 15, 2011  
9:15 a.m. - 10:15 a.m.**

**Session Title:** *Accelerating Sourcing Savings and the Bottom Line*

**Speaker:** Bruce Mallalieu

### Session Overview:

Many strategic sourcing projects identify significant savings, but do these savings ever reach the bottom line? Many processes and/or technologies need to be aligned in order to realize profit improvement from strategic sourcing. Some questions that will be addressed during this presentation include:

What approaches should be employed before, during and after a sourcing project to maximize bottom line savings?

How can processes be engineered to maximize sourcing savings reaching the bottom line?

How can technology support the realization of profit improvement through strategic sourcing?

What key alliances are needed in order to achieve bottom line savings?

## SESSIONS

**S13: Saturday October 15, 2011**  
**10:30 a.m. - 11:30 a.m.**

**Session Title:** *Pricing and Supply Chain Decisions*

**Speaker:** Peter Bell

**Session Overview:**

This presentation will look at three published cases (all available from Ivey Publications). These three real company situations illustrate the role of pricing in supply chain management and make the point that good pricing decisions make managing a supply chain much easier. Many supply chain issues such as bottlenecks, too much or too little inventory or capacity can be resolved through more informed pricing.

**S14: Saturday October 15, 2011**  
**10:30 a.m. - 11:30 a.m.**

**Session Title:** *Value-Based Cost Reduction: Lessons from the Front Lines*

**Speaker:** Sanjay Dhar

**Session Overview:**

Here's a common scenario for many Canadian organizations. Sales growth has slowed down as consumers and customers tighten their purse strings. The Canadian dollar is strengthening forcing companies to worry more about North American or global competitiveness. Competition is increasing, both domestically and overseas. Margins are tight. But shareholders continue to demand improved performance and returns. Organizations look at cost reduction as one solution to their predicament but realize they don't

have sufficient resources, expertise or management focus to address cost reduction opportunities in a reasonable timeframe. They look to external experts for assistance but are worried about making large investments with no assurance of desired results being delivered. In this session Sunjay will look at actual case studies and try to answer the following questions

- When do value-based programs make sense?
- What are the alternatives available when designing such programs?
- What are the key requirements for success? How do you ensure mutual alignment of objectives?
- What spend categories are natural candidates for these programs?
- What is the role of the purchasing organization – during and after the program? How can they leverage the program to drive ongoing cost reduction?

**S15: Saturday October 15, 2011**  
**10:30 a.m. - 11:30 a.m.**

**Session Title:** *Healthcare Strategic Sourcing: The Impact of Government Legislation in Ontario*

**Speaker:** Sarah Friesen

**Session Overview:**

The BPS Procurement Directive has had a significant impact on both purchasers and suppliers. This session will explore what has changed on both sides, as organizations align policies and procedures to be compliant with the Directive.

## Sarah Friesen

**S15: Saturday October 15, 2011 10:30 a.m. - 11:30 a.m.**

Sarah Friesen is President of Friesen Concepts Inc., an independent practice specializing in healthcare procurement solutions. Areas of focus include strategic sourcing transformation, professional development and training on government procurement guidelines.

Recently Sarah developed a Toolkit to support the implementation of the BPS Procurement Directive and she supported a number of Ontario hospitals as they aligned their purchasing policies and procedures to comply with the Directive, including providing internal training programs for hospital staff.

Sarah developed the Healthcare Certificate in Strategic Sourcing on behalf of OIPMAC and HSCN and is co Program Director for the Masters Certificate in Healthcare Supply Chain Management being offered by the Schulich School of Business.

## Wendy Woods

**S16: Saturday October 15, 2011 1:15 p.m. - 2:15 p.m.**

After completing her M.B.A., Wendy spent most of her career in mutual fund marketing working for companies such as Richardson Greenshields and RBC Dominion Securities. She also helped launch [www.advisor.ca](http://www.advisor.ca), a website for financial advisors, in under two months. Wendy's expertise has been featured in mainstream media such as CTV News, Breakfast Television and Entertainment Tonight Canada. Clients who have benefited from her expertise include Ernst & Young, Johnson & Johnson and TD Bank Financial Group to name a few.

## Isaac Bazal

**S17: Saturday October 15, 2011 1 15 p.m. - 2:15 p.m.**

Isaac Bazal, President and founder of Vibraclean Corporate Housekeeping, is passionate about implementing sustainability into all organizations. Isaac is an active member of the Canadian Green Building Council; an Ambassador with Partners in Project Green; a Green Committee Member on the Mississauga Board of Trade; and is active with Greening Greater Toronto. In 2010 The Globe and Mail wrote an article on Vibraclean's sustainability initiatives and their impact on its clients. Vibraclean services Fortune 1000 companies including HP, FedEx and Siemens, realizing that the larger a facility's footprint the greater the savings and sustainable impact it has on the environment.

**S16: Saturday October 15, 2011  
1:15 p.m. - 2:15 p.m.**

**Session Title: *Your Brain at Work***

**Speaker: Wendy Woods**

**Session Overview:**

In this interactive session, you'll discover why you are working against your brain and not with it. You'll discover how you can improve your productivity, creativity and decision making by understanding your brain.

At the end of this workshop, participants will be able to:

- Explain how the brain reacts to distractions and interruptions and why it impacts productivity, decision making and creativity.
- Identify the maximum amount of time to work before some kind of recovery is needed.
- Develop a working strategy around the brain's natural energy.
- The 3 most refreshing activities for the brain.

**S17: Saturday October 15, 2011  
1:15 p.m. - 2:15 p.m.**

**Session Title: *Implementing Sustainability and Cost Savings***

**Speaker: Isaac Bazal**

**Session Overview:**

Find out how organizations can work in tandem with NGOs and suppliers, and by doing so make a significant difference to their financial bottom line and their environmental bottom line. Using practical examples this presentation will show how organizations have been able to achieve savings. Learn about the benefits of positive press and publicity generated by the sustainable decisions made within a company.

A panel discussion will be held about savings, ROI, challenges faced, and positive results within the organization. An organization does not need to be seeking LEED certification or ISO 14000 in order to benefit from green savings. This presentation will show how to inject sustainability into any organization. This session will also address CSR, sustainability and cost savings and how to work towards implementing all three concurrently within an organization.

# Guest Entertainment

## Comedy Hypnotist: **The Incredible Boris**

Friday October 14, 2011

8:00 p.m. - 9:30 p.m. (After Dinner)

Boris is a charismatic performer with a powerful and friendly stage presence. His show combines comedy, improvisation, audience participation and an ability to bring out people's natural talents. Theatrics and music are a big part of his presentation, and the audience is sure to be inspired and entertained at the same time. Boris brings an unprecedented stage experience and carefully crafted routines to every performance.

Boris is an expert in psychology, hypnotism, body language and power of suggestion. He knows how to use language and human behavior to achieve maximum effect. He is a comedian who presents his craft using hypnosis. The Incredible BORIS is everything his name suggests - a way to describe a positive attitude and a constant state of mind. Boris is a hypnotists' hypnotist, tours extensively and brings a spark to any event that is absolutely unforgettable.

**"Elevating hypnotism from parlor shtick to a comedic state of mind!"**

*Entertainment Weekly*

**"Unsurpassable, not a dull moment!"**

*KGON / KFX Radio, Portland, OR*

**"Boris never ceases to amaze!"**

*Howie Mandel, Talk Show host / Comedian*

**"Quite simply the most amazing show ever!"**

*KLIF Radio, Dallas, TX*



## OIPMAC 14TH ANNUAL CONFERENCE 2011

# Registration

PLEASE REGISTER ONLINE

### TICKETS AND PRICING

	Member	Retired	Non-Member
<b>Pre Conference Program</b>			
2-Day Credit Seminar, Oct 12-13	\$825.00		\$995.00
<b>Conference Program</b>			
Received by Sept 23, 2011	\$595.00	\$297.50	\$795.00*
Received after Sept 23, 2011	\$695.00	\$347.50	\$895.00*
<b>One Day Conference Program</b>			
Oct 14, 2011	\$375.00	\$150.00	\$490.00
Oct 15, 2011	\$300.00	\$150.00	\$430.00

\* Includes one-year OIPMAC membership for new non-members only – Value of \$380.00. Please note that a new non-member is defined as a person who has never been a member of the OIPMAC. This offer is only redeemable with the two day conference, and cannot be combined with any other offer. Expires October 14th 2011.

**Note:** General Admission gives you access to all the activities and sessions taking place over the two-day conference. It also includes a breakfast and light lunch each day. You can also attend the day of your choice for the reduced price of a one-day conference pass.

For guest inquiries please contact Mia Fatrdla at [mfatrdla@oipmac.ca](mailto:mfatrdla@oipmac.ca) or 416-977-7566 x 2149

# Special Pre-Conference + Conference Package Discounts

## FULL CONFERENCE + PRE-CONFERENCE EVENT - LESS 10%

### Group Rates Available

To take advantage of our group rates, your group must contain a minimum of 3 General Admission registrations, must all presently work for the same company, and must purchase tickets at the same time. Reserved seating is also available for groups of 10 or more from the same company.

Register before September 23rd (as a group) and save an additional 5%-15% on your conference registration.

3 to 5 registrations receive 5% off.

6 to 10 registrations receive 10% off.

11 or more registrations receive 15% off.

Reserved seating is also available for groups of 10 or more from the same company.

For further details on seating arrangements and other group assistance please contact Mia Fatrdla at [mfatrdla@oipmac.ca](mailto:mfatrdla@oipmac.ca) or 416-977-7566 x 2149.

## You don't want to miss this year's conference!

Here are five great reasons why participation in the Conference is essential to your company's success:

- Latest knowledge on industry best practices, research, technology, innovations, and trends will allow you to find new ways to save your company money.
- Networking with the most influential people in the supply chain industry will increase your company's status and visibility, giving you new power at the negotiation table.
- Obtain a wealth of knowledge in a variety of relevant areas by attending the sessions most applicable to you and your organization.
- Meet new suppliers all in one room who will change your thinking and help find ways to save your company time and money.
- Return on Investment. The conference continues to be the most cost effective means of obtaining a wealth of information. The total cost of attending the conference isn't nearly as valuable as the knowledge you gain, relationships you develop and difference you can make to your company's bottom line.

## WHO SHOULD ATTEND

Supply management professionals, managers, executives; and others responsible for supply chain strategy, management and implementation, performance measurement and quality initiatives, company-wide cost reduction.

## BENEFITS OF PARTICIPATION

### DYNAMIC SPEAKERS

To further strengthen the theme of Rising to the Challenge, we have invited experts, managers, lawyers, consultants, economists and business leaders who have come to share their experience.

### NETWORKING

Our annual conference is a prime venue for relationship-building and networking. This is an opportunity to meet one-on-one with fellow supply chain management professionals, key business leaders, decision makers and industry experts. We also have exhibitors throughout the two day conference showcasing innovative products and services.

### PROGRAM CREDITS

Up to 20 Maintenance of CSCMP Credits are available for pre-conference and conference program as follows:

Communication and Relational Skills-- 10 Maintenance of CSCMP Credits

Conference Program-- 5 Maintenance of CSCMP Credits for each full day of participation, i.e. total 10 Maintenance of CSCMP Credits for 2-day conference participation

For more information regarding Maintenance Credits, please contact:

Marie Scarfo, 416-977-7566 ext. 2141

[mscarfo@oipmac.ca](mailto:mscarfo@oipmac.ca)

To register online, please visit:

[www.oipmac.ca/events/2011annualconference/registration.aspx](http://www.oipmac.ca/events/2011annualconference/registration.aspx)

### CONFERENCE LOCATION:

Toronto Congress Centre

650 Dixon Road, Toronto, ON M9W 1J1

[www.torontocongresscentre.com](http://www.torontocongresscentre.com)

### ANNUAL GENERAL MEETING

Admittance to the AGM is open and free of cost to OIPMAC Members & Associates in good standing, regardless of conference participation.

### REGISTRATION/INFORMATION SERVICES

For more information please contact the Ontario Institute of PMAC Office  
Monday - Friday - 9:00 a.m. - 5:00 p.m.

416-977-7566, 1-877-726-6968

[info@oipmac.com](mailto:info@oipmac.com)

# DIRECTIONS

## BY CAR (VIA HIGHWAYS)

- West on 401, exit Dixon Road W, turn right into Toronto Congress Centre.
- East on 401, exit Dixon Road W (left), turn right into Toronto Congress Centre.
- North on 427, exit Dixon Road E (right), turn left into Toronto Congress Centre.
- South on 427, exit 409 E to Martin Grove Road, travel south on Martin Grove Road, turn right on Dixon Road, turn right into Toronto Congress Centre.
- West on 407, exit 27 S, follow 27 S to Dixon Road E, turn left into Toronto Congress Centre.
- East on 407, exit 27 S, follow 27 S to Dixon Road E, turn left into Toronto Congress Centre.

## BY CAR (VIA DOWNTOWN)

- From the Harbourfront area of downtown Toronto, take the Gardiner Expressway W to Hwy 427 N, follow Hwy 27 to Dixon Road E exit, turn left into Toronto Congress Centre.
- From the East areas of Greater Toronto, travel the Don Valley Parkway N to Hwy 401 W, follow Hwy 401 W to Dixon Road W exit, turn right into Toronto Congress Centre.

## BY PUBLIC TRANSPORTATION

- TTC from Lawrence West subway station transfer to the Malton #58 bus which will take you directly in front of the Toronto Congress Centre.
- TTC from Kipling subway station transfer to the Martin Grove #46 bus, this bus will take you to the corner of Dixon & Martin Grove. Walk west to the Toronto Congress Centre. (approx. 5min)
- GO Bus from York Mills/Yorkdale take the Brampton Bus westbound which will drop you off directly in front of the Toronto Congress Centre.

## BY AIR (VIA PEARSON INTERNATIONAL AIRPORT)

Clients traveling from Toronto Pearson International Airport: take Airport Road Eastbound for approximately 3 miles until it turns into Dixon Road. Continue eastbound past Hwy 27. At the first set of traffic lights after Hwy. 27 turn left.

## HOTEL ACCOMMODATIONS:

Radisson Suite Hotel Toronto Airport  
640 Dixon Road, Toronto, ON M9W 1J1  
Discount Code: OIPMAC  
Rate: \$129/night – deluxe; \$149/night – Executive Deluxe  
Phone: 1-800-395-7046  
Web: [www.radisson.com/torontoca\\_airport](http://www.radisson.com/torontoca_airport)  
(Hotel rooms must be reserved by Sept 23, 2011 to receive the reduced rate)

## TRANSPORTATION:

Via Rail Canada  
7% discount off the best available fare in Economy, Business, Sleeper, or Sleeper Touring class

Promo Code 710851. For more details please visit us on-line: <http://www.ontarioinstitute.com/Membership/BenefitsofMembership.aspx>

## REGISTRATION AND FEES

Full conference registration fee includes educational sessions, keynote and meal functions scheduled over the two-day conference. A one day registration fee includes educational sessions, keynote and meal functions schedules on the selected day. To guarantee your registration, please ensure that the duly completed registration form and payment arrive at the OIPMAC offices by 4:00 pm Monday October 3rd, 2011.

## REFUND AND SUBSTITUTION POLICY

Full refunds will be given against written requests received at the OIPMAC offices no later than 4:00 pm September 30th, 2011. A refund less administration fee of \$150.00 will be granted against written requests received between October 3rd and October 7th, 2011. No refunds will be available after 4:00 pm on October 7th, 2011. Substitutions are permissible at any time.

## CANCELLATION POLICY

In the event of cancellation of the conference or any of the pre-conference programs, OIPMAC's liability is limited to the registration fee for a particular program.

## EDUCATIONAL SESSIONS

At any given time, up to three sessions may be held concurrently. Please carefully read and follow the instructions on the form to indicate the educational sessions you would like to attend. This information is used in planning and allocating breakout rooms and does not guarantee admittance, which will be on a first-come-first-served basis. Some sessions may be repeated depending upon participant interest and demand.

# Conference Schedule

FRIDAY OCTOBER 14TH , 2011

7:00 a.m. – 9:00 a.m.	<b>BREAKFAST &amp; REGISTRATION</b> <i>Sponsored by Schulich Executive Education Centre</i>		
8:00 a.m. – 8:15 a.m.	<b>OPENING CEREMONIES</b>		
8:30 a.m. – 9:15 a.m.	<b>KEYNOTE 1: Manjit Minhas</b> <i>The Minhas School of Beer Business Success</i>		
9:15 a.m. – 9:30 a.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b>		
9:30 a.m. – 10:30 a.m.	<b>CONCURRENT SESSIONS</b> <b>S-1</b> <b>Peggy Mooney</b> <i>Assistant Deputy Minister,  Ontario Ministry of Finance</i> Broader Public Sector Procurement Directives	<b>S-2</b> <b>Paul Larson</b> <i>CN Professor of SCM,  University of Manitoba</i> Challenges and Opportunities in Humanitarian Supply Chains	<b>S-3</b> <b>Micheal Haughton</b> <i>Professor, Wilfred Laurier  University</i> The Skills that Help Overcome SCM Challenges
10:30 a.m. – 11:00 a.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b>		
11:00 a.m. – noon	<b>CONCURRENT SESSIONS</b> <b>S-4</b> <b>Denis Lord</b> <i>Director, IMS Consulting</i> Optimizing Supply Chain Inventory	<b>S-5</b> <b>Paul Saunders</b> <i>President, MERX Networks Inc.</i> Electronic Bid Submission - Practical and Legal Issues to Consider	<b>S-6</b> <b>Theresa Brown</b> <i>SC Advisor, Export  Development Canada</i> Best Practices in Canadian Business: A Discussion
noon – 12:45 p.m.	<b>LUNCHEON – VISIT EXHIBITORS</b> <i>Sponsored by Merx</i>		
12:45 p.m. – 1:30 p.m.	<b>KEYNOTE 2: Paul Ferley</b> <i>Assistant Chief Economist, Royal Bank of Canada</i> North American Economic Outlook: Will the Recovery be Sustained?		
1:30 p.m. – 1:45 p.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b>		
1:45 p.m. – 2:30 p.m.	<b>KEYNOTE 3: Barry Prentice</b> <i>Professor of Supply Chain Management, University of Manitoba</i> Disruptive Technology and the Pending Impact of Transport Airships on Northern Supply Chains		
2:30 p.m. – 2:45 p.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b> <i>Sponsored by Manitoulin Transport</i>		
2:45 p.m. – 3:45 p.m.	<b>CONCURRENT SESSIONS</b> <b>S-7</b> <b>Clifford Strachan</b> <i>Associate Director, Toronto  Office of Navigant's Investigation  Practice</i> <b>Jennie Chan</b> <i>Director, Toronto Office of the  Disputes and Investigations Practice</i> Procurement Fraud: Case Studies/ Managing the Losses	<b>S-8</b> <b>Joann Brnjas</b> Fundamentals of Surety and E-Bonding Update	<b>S-9</b> <b>Andrew Miller</b> <i>Consultant, Writer, Speaker</i> Creating the Ultimate Supplier-Customer Relationship
4:00 p.m. – 6:00 p.m.	<b>Wine and Cheese</b> in Exhibitor Hall: COURTYARD <i>Sponsored by Canadian Springs</i>		
5:00 p.m. – 6:00 p.m.	<b>OIPMAC Annual General Meeting</b>		
6:00 p.m. – 7:00 p.m.	<b>2011 OIPMAC Certified SCMP Convocation:</b> COHEN BALLROOM		
7:00 p.m. - 8:00 p.m.	<b>Dinner:</b> COHEN BALLROOM		
8:00 p.m.	<b>Guest Entertainment:</b> Comedy Hypnotist– <i>The Incredible Boris</i> COHEN BALLROOM		

**SATURDAY OCTOBER 15TH , 2011**

8:00 a.m. – 9:00 a.m.	<b>BREAKFAST &amp; REGISTRATION</b> <i>Sponsored by Canadian Springs</i>		
8:15 a.m. – 9:00 a.m.	<b>KEYNOTE 4: Lee-Anne McAlear</b> , Program Director, Schulich's Centre of Excellence in Innovation Management, York University <i>Productivity, Innovation &amp; Change Management - The Missing Link</i>		
9:00 a.m. – 9:15 a.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b>		
9:15 a.m. – 10:15 a.m.	<b>CONCURRENT SESSIONS</b> <b>S-10</b> <b>Rod Sherkin</b> <i>Founder, ProPurchaser.com</i> <i>Finding Supply Chain Intelligence in the Clouds</i>	<b>S-11</b> <b>Deborah Jann</b> <i>Director, Knightsbridge Human Capital</i> <i>Continuous Career Management for SC Professionals</i>	<b>S-12</b> <b>Bruce Mallilieu</b> <i>Director, Field Consulting, Ariba Inc.</i> <i>Accelerating Sourcing Savings to the Bottom Line</i>
10:15 a.m. – 10:30 a.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b>		
10:30 a.m. – 11:30 a.m.	<b>CONCURRENT SESSIONS</b> <b>S-13</b> <b>Peter Bell</b> <i>Professor, Richard Ivey School Of Business</i> <i>Pricing and Supply Chain Decisions</i>	<b>S-14</b> <b>Sanjay Dhar</b> <i>Accenture</i> <i>Value-Based Cost Reduction: Lessons from the Front Lines</i>	<b>S-15</b> <b>Sarah Friesen</b> <i>President, Friesen Concepts</i> <i>Healthcare Strategic Sourcing: The Impact of Government Legislation in Ontario</i>
11:30 a.m. – 12:15 p.m.	<b>LUNCHEON – VISIT EXHIBITORS</b> <i>Sponsored by American Express Global Business Travel</i>		
12:15 p.m. – 1:00 p.m.	<b>KEYNOTE 5: Lieutenant-Colonel Peter MacLaurin</b> <i>How to Succeed in Complex (and Dangerous) Situations: An Examination of Today's Military Logistician</i>		
1:00 p.m. – 1:15 p.m.	<b>NETWORKING BREAK – VISIT EXHIBITORS</b>		
1:15 p.m. – 2:15 p.m.	<b>CONCURRENT SESSIONS</b> <b>S-16</b> <b>Wendy Woods</b> <i>Consultant</i> <i>Your Brain At Work</i>	<b>S-17</b> <b>Isaac Bazal</b> <i>President/Founder, Vibraclean Corporate Housekeeping</i> <i>Implementing Sustainability and Cost Savings</i>	
2:15 p.m. – 3:00 p.m.	<b>KEYNOTE 6: Michael Asner RFP Mentor</b> <i>Current Trends in Procurement and the RFP Process: The Good, the Bad and the Ugly</i>		
3:00 p.m.	Conference closes		

*Program is subject to changes.*

# Becoming Supply Chain LEAN Is More Than Just Cost Cutting – It Needs Exercise and Strengthening to Really Work

By Mark Thomas

Your CEO just bought a new book on the benefits of LEAN Operations. He announced to his leadership team that “starting now we will drive to be LEAN and efficient – cut waste and wage war on excess. Let’s be Efficient!”

There’s no plan yet, but it’s a great call to action.

Every reasonable and experienced person knows that we can always be better. Walmart is one of the clear leaders in supply chain excellence, responsible for much of the outstanding supply chain coordination and sophistication we see across industries today. Yet Walmart doesn’t think for a moment that the job is done and that they can now rest. It’s pretty safe to say that there are more improvements and changes to come, and a lot of work.

Lee Iacocca – the champion who led Chrysler to profitability when they almost vanished in the recession of the early 80’s – said that he had never seen an operation or organization that could not be reduced by 10% without any impact to customers or service. Maybe true, but let’s not think it’s easy.

By all means, drive for efficiency and effectiveness. But here’s the caution – do it in a balanced way. To be a LEAN operation, there must be exercise and strengthening through an investment of time, money, energy and inspiration.

How do we get LEAN in the Supply Chain? Let’s look at five of the most popular “big” ways to cut fat from an organization, and how to ensure success.

**1. Cut Inventory and Move to Just In Time (JIT) Supply.** Inventory is a substitute for excellent management, systems and supplier partnerships. Inventory investment usually represents the biggest single asset in an organization, and is a cost exposure through damage, obsolescence, storage and management. Cutting inventory will greatly improve the ROA (lowering costs and assets) and make the CFO smile. BUT it will take excellent inventory management tools

and training to always know precisely what inventory you’ve got on hand, what will arrive and when. It takes solid commitment from dependable suppliers who will not let you down.

**2. Reengineer the Distribution Network.** As an example, Whirlpool Canada recently achieved excellent savings and control through reengineering their 14 DCs to 4, and reducing freight costs across the network by 12%. BUT it wasn’t simple: carrier rationalization, dynamic transportation optimization through trans-shipment/logistics software, warehouse engineering and redesign, demanding but achievable SLAs for the partners, customer comfort actions, shipment monitoring, and EDI visibility to all suppliers were essential building blocks.

**3. Outsource the Operation to a 3PL.** Companies usually look to outsourcing when they are challenged by tough service level commitments to customers, an inflexible workforce, incapable buildings, high assets and out-of-step wage levels. The answer for many is to contract a 3PL to manage the Logistics operations for them. They hope that “instantly” their problems will be solved. BUT be prepared to invest in reengineering your business to match the new opportunities, maintain/improve customer service levels, invest in IT, spend significant time and resources to find and retain the best 3PL, and go through a post implementation clean up.

**4. Reduce Organizational Layers.** The flattening of companies continues today. It reduces administration, gives more flexibility and adaptability, puts senior people in touch with the actual operation of the company, and reduces costs. BUT beware that this can mean that very important processes and operational advantages fall to the side. Who is now keeping their eye on customer opportunities? Why did that inter department team collapse with no results to show for their time? While you move forward, you must really listen to your people about what they do every day and picture a world without those activities. Then you will be in a position to reengineer each department to be LEAN and effective.

**5. Minimize Staff Numbers.** Labour is typically the highest cost item to a company. The fastest way to reduce costs is to lay off staff. BUT you want the “fat” of the organization to go, not the muscle. This will be a significant distraction to the organization and leave some excellent managers looking for an escape path away from the uncertainty of change. Manage communications. Anticipate the reactions of the high performers and try to manage the vocal naysayers. Provide new tools and processes. Send them on executive education courses where they can learn from others and view their problems through new lenses.

“LEAN” means cost cutting but it also requires exercise and strengthening. LEAN will come through inspiration. Challenge your people and think through all aspects of the changes to come.

*Mark Thomas is Program Director for the Centre of Excellence in Supply Chain and Logistics Management at the Schulich Executive Education Centre of York University in Toronto. He is also Managing Principal of META Management Consulting. Mark can be reached at [mthomas@meta-inc.ca](mailto:mthomas@meta-inc.ca) or 416 988-9750.*

# Out of sight, out of mind: *Avoiding the hidden risks in transportation*

By Shawn Casemore

I recently sent a time-sensitive parcel via courier, and after anxiously tracking the shipment for 24 hours, I called the courier to confirm the delivery was running on time. I was reassured that the delivery would arrive as planned and that there were no reported problems or service delays.

The parcel did eventually arrive a day late, missing my deadline and resulting in a detrimental impact to my business. After discussing my dilemma with the customer service department, the courier hesitantly credited me \$25 dollars, my cost for using their service. Little reprieve for the loss I had incurred.

Movement of freight, whether by courier, carrier, or other means, contains a considerable degree of risk and uncertainty, all of which can have a significant impact on business success and customer satisfaction. Perceivably, this is one of the reasons so many organizations outsource the management of logistics, transferring the risks associated with transportation to those who claim to be more adept at navigating the landscape. However, despite the continuing trend in outsourcing of logistics, damage still occurs and deliveries are still late, both leading to tarnished customer relationships.

## RISKS INHERENT IN TRANSPORTATION

There are four significant risks intrinsic in the movement of goods:

### 1. *Damage*

Whether damage occurs to goods or property, carriers often place limits on the liability they will accept. I have been involved with several claims disputes in which damage was concealed, resulting in claims significantly higher than the value of the freight. The carrier's liability in every instance, as outlined in their terms and conditions, was only a small fraction of the freight value.

### 2. *Delivery*

Arriving early can be as detrimental as arriving late; limiting floor space, increasing the risk of damage and mixed product, and often initiating the payment cycle earlier than planned. Arriving late can result in significant costs, particularly in just-in-time environments where customer downtime can venture into hundreds of thousands of dollars per hour.

### 3. *Loss*

Lost freight is another common risk, most prominent when moving freight globally, but also quite common in LTL and courier movements where freight often changes hands numerous times before reaching the customer destination.

### 4. *Reputation*

Any of the risks listed above will have an impact on the customer-supplier relationship. With the exception of a few companies who employ dedicated carriers, the management of freight is often beyond our control, leaving the future of our relationships in the hands of others.



## MITIGATING THE RISKS

The significant impact which results from delays or damage of freight requires a risk mitigation strategy to minimize the degree of “risk opportunity.” Fortunately these mitigation strategies apply whether transportation is managed in-house or outsourced to a third party.

Here are three quick strategies which are easily employed to reduce risk:

### **1. End-to-end relationships.**

Introducing carriers to your customer will solidify an end-to-end relationship, allowing the carrier to understand your customers’ business, priorities, and preferences. Building this relationship places the carrier in direct contact with the customer, resulting in a greater degree of ownership and accountability.

Several years ago I received numerous damage complaints in a short span of time from a key customer. After discussions with the carrier and little change in the customers’ results or perceptions, I decided to remove the carrier from the lane. Rather than introduce a new carrier into the relationship, we pursued the carrier recommended by the customer, resulting in a conclusion to the damage complaints and improved customer relations. Interestingly the cost of shipments also declined, as a result of leveraging the discount structure in place with the end customer.

### **2. Carrier strategy.**

If transportation involves numerous geographic regions, sole sourcing of business through a dedicated carrier is not the best strategy. Playing to carrier strengths is a strategy to improve service and availability, while reducing cost, resulting in a lessened degree of risk and uncertainty.

Playing to strengths can include seeking carriers who have a strong presence in specific locations or are seeking to expand business in specific regions. Identifying these opportunities can provide a simple means to increase availability and service, while reducing prices.

### **3. Collaborative agreements.**

Service guarantees and limits to carrier liability are embedded in the terms of service for all carriers, most of which are typically ignored. Leveraging significant business, or significant business potential, can provide the momentum to negotiate terms of service with the carrier. As damage, late delivery, or loss all impact customer operations, the negotiation of service terms should be a collaborative effort amongst the carrier, supplier and customer.

Several years ago I was involved in a claim dispute with a company who had shipped plastic sheets from the southern U.S. to Ontario for printing purposes. The sheets are sensitive to extreme temperatures, and the manufacturer had failed to consider the impact of shipping the product in January to Northern Ontario. The damage was not apparent until mid-way through processing, resulting in a failed product and a significant loss of production time. The resulting claim was nearly twice the value of the cost of material.

The risks inherent in the transportation of goods can have a severe impact on both operations and customer relations, which directly impact business success. Applying these three strategies will reduce risk, improve profitability, and help to solidify collaborative relationships.

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# Education at OIPMAC

By Hilka McCallum

## RESPONDING TO MARKET NEED

It is the mission of the Ontario Institute of the Purchasing Management Association of Canada (OIPMAC) to provide and protect the certification process in the province of Ontario, to encourage the development of the membership through professional education, research, and standards of practice, and to promote and advance the supply chain management profession in Ontario. The strength of OIPMAC as an association is our ability to respond to the market, employers and all stakeholders to provide supply chain education that addresses best practices and emerging issues. In addition to our core program, the Certified Supply Chain Management Professional (CSCMP) designation program, we also address specific sectors, such as healthcare and public sector procurement, and specific needs, such as negotiations and contract law, strategic sourcing, and financing the supply chain. One of the ways we meet market need is to partner with the Healthcare Supply Chain Network (HSCN) to deliver education that focuses on the healthcare supply chain.

## SPOTLIGHT ON HEALTHCARE SUPPLY CHAIN EDUCATION

The Ontario Institute of PMAC and the Healthcare Supply Chain Network (HSCN) recognize there is a need for healthcare specific supply chain training not available in other supply chain or procurement training offerings. In responding to the need, we have developed a joint OIPMAC-HSCN Healthcare Certificate in Strategic Sourcing that provides procurement/sourcing professionals in healthcare organizations such as hospitals, shared services organizations, CCACs and GPOs with a basic framework for approaching strategic sourcing initiatives.

The OIPMAC-HSCN Certificate in Strategic Sourcing delivers state of the art, leading practice tools to enhance the skills of procurement professionals in delivering value to their organizations. The Certificate, launched this fall and offered every semester, will be delivered in an interactive online format over thirteen weeks, and will cover Fundamentals, Understanding, Deciding and Managing Strategic Sourcing in healthcare organizations.

Topics studied include strategic market analysis and SWOT (Strengths, Weaknesses, Opportunities and Threats analysis), the sourcing process, critical components of sourcing, spend analysis, contract analysis, product standardization, competitive and non-competitive sourcing, contract award and management, sustainability and total cost of ownership, and customer/supplier relationship management. Activities include interactive assignments, discussions and case studies, and will draw upon the collective knowledge of the participants and the instructor to deliver real value and know-how to healthcare organizations.

For OIPMAC members who hold the Certified Supply Chain Management Professional (CSCMP) designation, this Certificate is worth fifteen (15) continuous professional development maintenance credits.

## PROCUREMENT AND SUPPLY CHAIN EDUCATION – A VERY PRACTICAL APPROACH

Another way that we meet market need is through a mid level Diploma program that focuses on supply chain finance, negotiations, and supplier relationship management. The OIPMAC Diploma in Procurement and Supply Chain Management program was developed based on market need for skilled professionals at the intermediate level. The Diploma program responds to the needs of employers by providing learners the knowledge and skills in the areas of supply chain finance, costing, business administration, negotiation, supplier management, contract law, strategic sourcing, and competitive bidding and tendering. Since its launch in 2010, the Diploma in Procurement and Supply Chain Management program has been very successful, with the online classes and in-person seminars filling up every semester. The Diploma program meets the needs of the marketplace by providing hands-on cases, activities and exercises that encourage the learner to exercise critical thinking and decision-making skills in real time.

## UPCOMING...

Our fall semester is underway, but there is still time to register for our professional education programs – The Certified Supply Chain Management Professional designation program, the Diploma in Procurement and Supply Chain Management program, the Healthcare Certificate in Strategic Sourcing, and the Supply Management Training program.

If you know of someone who is educated outside of Canada, and would like to register for the Certified Supply Chain Management Professional (CSCMP) designation program, please note that the University of Toronto's Comparative Education Service (CES) evaluates foreign training. Information on CES can be found at: <http://learn.utoronto.ca/ces.htm>

If you are already a Certified Supply Chain Management Professional (CSCMP), please note that there are many interesting seminars and webinars we offer towards the Continuous Professional Development/Maintenance Program.

For more information on any of the professional education programs listed above, please visit the Education & Accreditation section of [www.oipmac.ca](http://www.oipmac.ca).

*Hilka McCallum is the Director of Accreditation and Program Development at OIPMAC. She can be reached at (416) 977-7566 ext. 2146, or by e-mail at: [hmccallum@oipmac.ca](mailto:hmccallum@oipmac.ca)*

## GENERAL INFORMATION

### REGISTRATION & FEES

Full conference registration fee includes educational sessions, keynote and meal functions scheduled over the two-day conference. One-day registration fee includes educational sessions and keynote and meal functions scheduled for the selected day. Additional tickets for the Friday Reception/Dinner must be purchased in advance. To guarantee your registration, please ensure that the duly completed registration form and payment arrive at the OIPMAC offices by Monday October 3, 2011.

**Note:** We reserve the right to limit the number of PMAC retired/student member registrations.

### SPECIAL PACKAGE DISCOUNTS FOR PRE-CONFERENCE & CONFERENCE PROGRAMS

Special pre-conference & conference package discounts are available to participants registering for the pre-conference programs (credit seminar/s) and or and the full conference.

To take advantage of our group rates your group must meet the following criteria:

- ✍ contain a minimum of 3 General Admission registrations
- ✍ all presently work for the same company
- ✍ all tickets purchased at the same time

Contact Joseph Gonzalez (416-977-7566 x 2135; [jgonzalez@oipmac.ca](mailto:jgonzalez@oipmac.ca)) or Mia Fatrdla (416-977-7566 x 2149; [mfatrdla@oipmac.ca](mailto:mfatrdla@oipmac.ca)) for further details on seating arrangements and other group assistance.

### REFUND AND SUBSTITUTION POLICY

Full refunds will be granted against written requests received at the OIPMAC offices no later than Friday September 30, 2011. A refund less administration fee of \$150.00 will be granted against written requests received between October 3-7 by 4 p.m. No refunds will be available after that date. Substitutions are permissible at any time.

### CANCELLATION AND LIABILITY

In the event of cancellation of the conference or any of the pre-conference programs, OIPMAC's liability is limited to the registration fee for the particular program/s.

### EDUCATIONAL SESSIONS

At any given time, up to three sessions may be held concurrently. Please carefully read and follow the instructions on the form to indicate the educational sessions you would like to attend (refer to the detailed conference brochure). This information is used in planning and allocating breakout rooms and does not guarantee admittance, which will be on a first-come-first-served basis. Some sessions may be repeated depending upon participant interest and demand.

### ANNUAL GENERAL MEETING

Admittance to the AGM is open and free of cost to OIPMAC Members & Associates in good standing, regardless of conference participation.

### Registration/Information Services--Hours of Operation

Thursday October 13, 2011: 5:00 p.m. to 6:30 p.m.

Friday, October 14, 2011: 7:00 a.m. to 4:00 p.m.

Saturday, October 15, 2011: 8:00 a.m. to 2:00 p.m.

### CONFERENCE VENUE

All pre-conference and conference events will take place at:

**TORONTO CONGRESS CENTRE**

650 Dixon Rd, TORONTO, ONTARIO M9W 1J1

T: 416-245-5000 F: 416-245-4923

A block of rooms is available to participants attending the OIPMAC pre-conference programs and/or the OIPMAC conference at the special conference rate of \$129 (Deluxe) or \$149 (Executive deluxe) per night. To reserve rooms, pre-registered participants must call the hotel directly by the **cut-off date (for special room rate) Sep 23, 2011**. Please identify the group name Ontario Institute of PMAC at the time of booking.

### PROGRAM CREDITS

Up to **20 Maintenance of CSCMP Credits** are available for pre-conference and conference program as follows:

**Supplier Sourcing & Development** -- 10 Maintenance Credits Seminar Credit - Certificate; Seminar Credit - Diploma

**Conference Program** -- 5 Maintenance of CSCMP Credits for each full day of participation, i.e. total 10 Maintenance Credits for 2-day conference participation

# RISING TO THE CHALLENGE

October 14-15, 2011

ONTARIO INSTITUTE - PMAC ANNUAL CONFERENCE 2011

# REGISTRATION FORM

Please read General Information overleaf before completing form.

Fax to: (416)977-4135

PLEASE TYPE OR PRINT CLEARLY

First Name: \_\_\_\_\_ Initial: \_\_\_\_\_ Last Name: \_\_\_\_\_

Certified SCMP: Yes  No  PMAC ID No: |\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|

Company Name: \_\_\_\_\_

Signature:

Position Title: \_\_\_\_\_

Address Business/Home: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_ Tel No: ( ) \_\_\_\_\_ - \_\_\_\_\_

E-Mail: \_\_\_\_\_ Special Dietary Requirements, if any (food allergies, etc): \_\_\_\_\_

Convocation Dinner is plated. Please Specify: Beef: \_\_\_\_\_ OR Vegetarian \_\_\_\_\_

	PMAC MEMBER	NON MEMBER	PAYMENT
<b>(1) Pre Conference Program</b>	Regular	Retired	
2-Day Credit Seminar, Oct 12-13	\$825.00		\$ 995.00
<b>(2) Conference Program (Oct 14-15)</b>			
Received by Sep 27, 2011	\$595.00	\$297.50	\$ 795.00 *
Received after Sep 27, 2011	\$695.00	\$347.50	\$ 895.00 *
<b>(3) One-Day Conference Program</b>			
Oct 14, 2011	\$375.00	\$150.00	\$ 490.00
Oct 15, 2011	\$300.00	\$150.00	\$ 430.00
<b>(4) Special Pre-Conference + Conference Package Discounts</b>			
Full Conference + Pre-conference Event ---- LESS 10% (Credit Seminar)			(- _____)
<b>(5) Additional Dinner guest (per person)</b>			\$ 65.00

## CONFERENCE VENUE

TORONTO CONGRESS CENTRE  
650 Dixon Rd,  
TORONTO, ONTARIO M9W 1J1  
T: 416-245-5000  
F: 416-245-4923

## HOTEL ACCOMODATIONS

A block of rooms is available to OIPMAC pre-conference and/or conference participants at the Radisson Suite Hotel Toronto Airport @ \$129 (Deluxe) or \$149 (Executive deluxe) per night.

To reserve, call the hotel directly by Sep. 23, 2011 - Identify the group name 'Ontario Institute of PMAC' when booking.

\*Includes one-year OIPMAC membership for new non-members only - Value of \$380.00. Please note that a new non-member is defined as a person who has never been a member of the OIPMAC. This offer is only redeemable with the two day conference, and cannot be combined with any other offer. Expires October 14th 2011.

Amount Due: \$ \_\_\_\_\_  
Apply 13% HST: \$ \_\_\_\_\_  
(HST # R138625264)  
Total Due: \$ \_\_\_\_\_

Full conference registration includes a continental breakfast and light lunch on each day.

## Payment Mode

VISA  Mastercard  Amex  CHEQUE Cheque payable to 'Ontario Institute PMAC'

Name on card: \_\_\_\_\_ Card No: |\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_|\_\_| Expiry date: |\_\_|\_\_| - |\_\_|\_\_|

## EVENT SELECTOR

Refer to conference brochure for complete session details. Indicate your selections by checking the appropriate box.

**PRE-CONFERENCE SEMINAR (CREDIT)** Oct. 12-13, 2011 8:30AM-4:30PM

## EDUCATIONAL SESSIONS

Concurrent educational sessions (select one from each time slot)

**FRIDAY, OCT. 14, 2011**

9:30AM-10:30AM / S-1   
9:30AM-10:30AM / S-2   
9:30AM-10:30AM / S-3   
11:00AM-12:00PM / S-4   
11:00AM-12:00PM / S-5   
11:00AM-12:00PM / S-6   
2:45PM-3:45PM / S-7   
2:45PM-3:45PM / S-8   
2:45PM-3:45PM / S-9

**SATURDAY OCT. 15, 2011**

9:15AM-10:15AM / S-10   
9:15AM-10:15AM / S-11   
9:15AM-10:15AM / S-12   
10:30AM-11:30AM / S-13   
10:30AM-11:30AM / S-14   
10:30AM-11:30AM / S-15   
1:15PM-2:15PM / S-16   
1:15PM-2:15PM / S-17

**ANNUAL GENERAL MEETING** Friday, Oct. 14, 2011 5:00P.M.-6:00P.M.

## IMPORTANT

### PLEASE READ CAREFULLY

OIPMAC plans to prepare a delegate list showing attendee name, employer, city, business phone and email for our sponsors/partners. Please check here if you **DO NOT** wish your name to appear.

To help our conference become environmentally friendly, the proceedings will not be printed in hard copy. All presentations and conference material will be placed on a USB, which will be distributed at the event.

If you wish to receive a hard copy of the proceedings please check here.

**ONTARIO INSTITUTE | PMAC**  
PROFESSIONALS IN SUPPLY CHAIN MANAGEMENT

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