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Typical Client Results

Mergers, Acquisitions & Turnarounds

- Developed and facilitated the implementation of a shared services transition plan and a branch operations integration plan at Transtar Metals to support the company sale and subsequent integration of the businesses.
- Successfully transitioned the culture of branch operations at Transtar Metals to one focused on process discipline and metric tracking in preparation for a new system implementation.
- Collaborated with Eureka Aerospace executives to develop a business plan and strategy to gain investor interest to finance and grow their business.
- Worked with executives of PPI to transition and start up the supply chain functions for their new spin-off company with seamless customer service and operational effectiveness.
- Worked with ATNV Apparel Group, Inc. to start up their apparel business from a logistics standpoint, coordinating the delivery and short-term warehousing of outsourced manufactured goods from Korea to the U.S.
- Integrated three separate businesses into one, resulting in the successful consolidation to 1 order, 1 shipment and 1 invoice while integration project manager at Paper-Pak Products, Inc.
- Led the successful integration of two, divergent cultures by teaming people in a way that leveraged strengths and by merging the best of both cultures while VP of Operations at PaperPak.
- Achieved two site turnarounds within 2 years, bringing metrics to a baseline standard (saving over \$2M) and maintaining and improving safety, quality, service, appearance and people while VP of Operations at PaperPak.
- As part of the Executive team at PaperPak, completed a turnaround that took the company from near bankruptcy and declining sales to stability, followed by rapid sales growth.



Typical Client Results

Process Control

- Partnered with executives at Transtar Metals to increase inventory turns/reduce inventory levels by 30% on the targeted product lines which expanded company liquidity while maintaining customer service levels
- Improved operational and supply chain efficiencies by documenting and redesigning business processes in collaboration with Transtar Metals' business process owners in North America and Europe
- Provided documentation, analysis and recommendations on integrating Oracle Applications, Demantra and ASCP (Advanced Supply Chain Planning) with key business processes for Castle Metals Aerospace
- Worked with BMS Associates on a client project (Chocolates a la Carte) to evaluate business processes, document with process maps and provide recommendations for improvement
- Worked with Business Intelligence Designs to deliver a successful implementation of an ERP system for their client – delivered on time and under budget with seamless service to customers
- Achieved cash flow sustainability with EBITDA improvement of \$9 million during a period of declining sales as part of the executive team at PaperPak
- Reduced inventories by over 60% or \$11 million, while improving fill rates by 35-40% and reducing operational lead times in half at PaperPak
- Received supplier of the year from #1 customer three separate years with the implementation of vendor managed inventory (VMI) and supply chain programs while VP of Operations at PaperPak
- Reduced total freight costs in half to a key customer while improving service by developing a logistics partnership while VP of Operations at PaperPak



Typical Client Results

Project Management

- Passed the first year Sarbanes-Oxley audit with no significant or material exceptions through the documentation of processes, risks, internal controls and GAAP analysis while interim project manager at Transtar Metals.
- Partnered with executives at Castle Metals Aerospace to review and analyze return on investment, recommend priorities and develop project plans for capital expenditure and other key projects.
- Successfully prepared the operations teams and provided the executives with key potential watch-outs with associated recommendations for the implementation of the Oracle Applications ERP system at Transtar Metals.
- Achieved the reduction of inventory reserve requirements through the successful implementation of the first, complete physical inventory and the implementation of cycle counting programs at Transtar Metals.
- Worked with a cross-functional team at SEMA, Specialty Equipment Market Association, to evaluate and recommend a business intelligence software solution provider to best support their business data analysis needs.
- Led a cross-functional team at PaperPak that redesigned and upgraded the #1 product line on a quick, 1 year turnaround achieving superior product performance and a 5-10% reduction in product costs.
- Led project teams that delivered annual cost savings of \$2.5 - \$7 million with plans to deliver another \$16 million within 2 years as VP of Operations at PaperPak.
- Developed the critical financial and key indicator metrics for executive decision-making while transition project manager at Paper-Pak Products, Inc.



Testimonials

Mergers, Acquisitions & Turnarounds

"Lisa is an incredibly focused business professional. I have had the pleasure of working with her during complex company mergers and the start up of my own business. She takes the time to analyze the issues and find smart solutions that work well across organizational lines."

Ann Tatoian, President
ATNV

"Merging organizations involves a fine balance. Often when various elements do not merge or mix easily, temporary and effective alternatives must be developed quickly so as to not negatively impact the business while a longer-term solution is determined and extended. Lisa is a master at this. If you are going through a process of acquiring organizations and need someone who will be respected and be respectful of each organization while making both of them better into a combined entity, Lisa would be an immediate choice for me."

Mike Brown, CEO
PaperPak

"Lisa worked through the integrations required through management leveraged buyouts, as well as divestitures of companies. Her thorough knowledge of the entire business processes throughout the organization enabled her to strongly lead the company and teams through the challenging projects that resulted."

Jolene Myers, CFO
Transtar Metals

"Lisa's leadership style is inclusive of all cultures. Her ability to create an environment which values everyone is a definite strength. She delivers results and empowers her team to contribute to their fullest potential."

Debra Daniels, Director Human Resources
Attends Healthcare Products, Inc.

"Lisa is an extremely intelligent, hard working individual with a great problem solving ability; coupled with innovative and creative thinking related to many areas and aspects of the product supply chain, she has a unique ability to resolve complex issues."

Rich Beu, President
PaperPak Industries



Testimonials

Process Control

"Lisa was integral to the company successes by using her excellent communication and negotiation skills."

K Means, Controller
Transtar Metals

"One of her strongest skill sets in the area of manufacturing process flow management and product distribution and saving millions of dollars modifying process and operational practices which were loaded with inefficiencies."

Keith White, Technology Leader
Procter and Gamble

"Lisa is a knowledgeable and skilled Supply Chain professional."

Paul Dearing, CIO
Attends Healthcare

"If you choose to work with Lisa you will find her to be process focused and results oriented. She is dedicated to the elimination of waste and understands that more is not necessarily better. Lisa will deliver what she promises."

Marge Wickens, Warehouse & Transportation Manager
Coca-Cola Enterprises

"Lisa's depth and breadth of knowledge in many functional areas of the business made her an asset for the company. This, together with her ability to silently manage while getting the desired results, helped to propel the business from a survival mode to a continuously improving business."

Brenda Roberson-Brown, Director of Quality
PaperPak

"Lisa is an expert in business processes – not only is she adept at finding hidden opportunities for improvement but she also excels in implementing the business process changes throughout the organization and delivering bottom line results."

Jill Miller, Director of Supply Chain
Castle Metals Aerospace



Testimonials

Project Management

“Lisa has the ability to think several steps ahead on a project and brings a wealth of experience to project management. Her ability to address complex issues systematically is a great strength. She is an expert facilitator as well which enhances her value on any project.”

Mike Zundel, President
Castle Metals Aerospace

“In my 42 years in the business, Lisa is one of the most professional, dedicated and brightest people I have every worked with. I would not hesitate to ask her to be part of my team again and in fact she would be one of the few people that I would be honored to be asked to be part of their team.”

Jack Middlebrooks, Executive VP Sales & Operations
Castle Metals Aerospace

“I have known Lisa for sixteen years in my capacity as Chief Financial Offer at both Paper-Pak Products and Transtar Metals. I would rank her as one of the best business leaders I have ever worked with. She brought real results to the bottom line, works well with people and demonstrates exceptional influence leadership on any project she undertakes.”

Jolene Myers, Chief Financial Officer,
Transtar Metals

“Lisa earned respect and trust by consistently leading by example in, work ethic, meeting goals, objectives, time lines, and skill development. And she was instrumental in creating a strong team from a diverse group of people.”

Bill Weber, Director of Procurement
Attends Health Care

“She has a great deal of knowledge in how to plan, lead, organize and control large scale projects, and had a consistent track record of success in successively larger, more complex and demanding assignments during the eight years we worked together.”

Dave Franklin, Executive
Paper Pak Products, Inc.



Testimonials

Speaking & Workshops

"I have heard many speakers over the years; Lisa is one of the best. Lisa connects well with her audience and I am confident in her ability to deliver relevant content in a meaningful way."

Betsy Hargus
Prescient

"Down to earth – presented good examples" ... "Very good perspective on team development."

Attendees
Global Supply Chain & Logistics Summit

"Delivered an excellent, content-rich curriculum that was very well received, as evidenced by the strong attendance for your presentation and the very positive feedback we received."

Jim Petraghani
U Connect Conference

"Her presentations demonstrate both subject matter expertise and an engaging style."

Michael Ford, Speaker
APICS Conference

"Lisa embraces diverse audiences, provides compelling examples, and demonstrates passion for her subject matter."

Liz Cruz
Toastmasters

"During Lisa's quarterly round-the-clock meetings with the operations teams at PaperPak, Lisa effectively presented the overall business picture and communicated a compelling vision."

Debra Daniels, HR Director
PaperPak



THE WALL STREET JOURNAL.

Enterprise Technology Section

May 12, 2011

"During the recession, cash is king, and process re-engineering has focused on preserving capital," says Lisa Anderson, head of LMA Consulting Group, Inc., a firm that works on supply chain and inventory projects. "Now, companies are also looking at processes that will improve customer service and lead times, so they can be in a position to leverage the recovery."



Leadership to Accelerate Bottom Line Results

June 17, 2010

By Lisa Anderson

I've found there is one distinguishing factor to those companies who consistently achieve bottom line results and provide excellent customer service – leadership.



Get More from Your SCM System

November 18, 2009

Anderson has found that information technology either can "bog down" or enhance a company's efforts to manage its supply chain – and she believes that the key to achieving the latter outcome lies in a manufacturer's ability to integrate SCM software with its people and processes.

Los Angeles Times

Stay Calm in Face of Organizational Change to Ensure Success

August 30, 2009

"There is always chaos and uncertainty in organizational change, and you'll stand out in the crowd by not getting caught up in the chaos; instead be the steadfast, calm one."

The Bright Side of Big Bonuses



March 20, 2009

"Overall, I believe that money is not a motivator but the lack of it is a motivator," she said. "If you're not compensated fairly for your skill sets and background, it is definitely a motivator to get out."



Cash Management Strategies in Current Economy

Winter 2010

"Companies with cash will also be able to take advantage of sale prices on potential assets," Anderson says.



Accelerating Cash Flow through Supply Chain Innovation

Spring 2010

By Lisa Anderson

In today's business environment, the previously admired slow and steady progress, continuous improvement, low-cost producer philosophy will likely result in death.



How to Accelerate Cash Flow through Supply Chain Innovations

February 17, 2011

Business managers and entrepreneurs can increase cash flow with already-existing assets through the implementation of innovative supply chain strategies, according to Lisa Anderson, founder and President of LMA Consulting Group, Inc.



Keys to Program Management Success

March 1, 2011

By Lisa Anderson

In today's business environment, programs are required to deliver the correct series of results which will add up and achieve a significant bottom line impact for an organization. In my experience, 80% of the intended benefits will not be achieved. Instead, take charge of the future and become part of the 20% who achieve success through effective program management.



Buyers' Challenges in 2011

February 1, 2011

Lisa Anderson, a senior supply chain and operations executive, says procurement managers need to focus on more than commodity prices. Anderson, the founder and president of Claremont, Calif.-based LMA Consulting Group, recently completed a survey of a dozen procurement executives on the keys to success in procurement.



Discouraged? Time to Reignite Job Search

September 7, 2009

"It appears as though employers are afraid to make decisions," said Lisa Anderson, a management consultant and founder of LMA Consulting Group, Inc.

Made in the USA Gains Momentum



February 26, 2010

There are some downsides to locating in largely overlooked areas, however. Lisa Anderson, president of LMA Consulting Group Inc., advises companies to investigate the infrastructure carefully.



When an HR Consultant Loses a Key Contact

January 18, 2011

"The No. 1 way to address this issue is ahead of time. It is key to establish effective relationships not only with your sponsor but also with key project participants and other executives."

The Diversity Factor



November 29, 2009

In my experience, during times of economic turmoil and high unemployment, countries become more protectionist," says business consultant Lisa Anderson, LMA Consulting Group, Claremont, Calif. "There has already been a reversal trend of globalization since the recession started.



Case Study

Mergers & Acquisitions: Turning Around a Poorly Executed Merger

Challenge

A middle-market manufacturer struggled to assimilate two recently acquired businesses and faced a financial crisis. We had to develop a viable business model that captured the leverage opportunities of the original synergies and a business plan to raise capital.

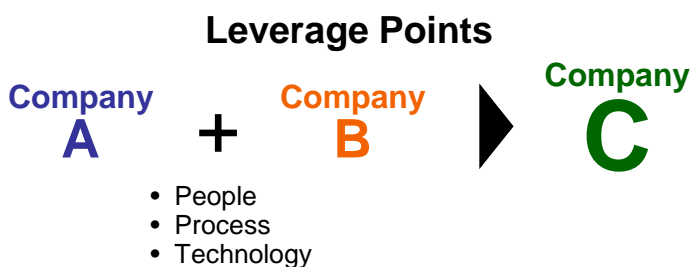
Result

- Led turnaround effort that took the company from near bankruptcy and declining sales to stability, followed by rapid sales growth (30%) with significant EBITDA growth projected
- Built a business plan that successfully gained investors
- Launched a new product line with minimal capital investment to re-emerge with a position of strength with the customer base
- Led the operational and supply chain turnaround, which resulted in more than double the inventory turns, improved operational efficiencies and service levels with reduced lead times

What We Did

Returned to the basics, people and process, and leveraged it into bottom line results

- Worked with a cross-functional team to identify the greatest leverage points to improve performance and then prioritized and developed action plans to address
- Prioritized a return to operational fundamentals and tracked progress with a metrics dashboard
- Established a new culture which assimilated the best of the merged cultures





Case Study

Accelerated Product Launch through Rigorous Project Management

Challenge

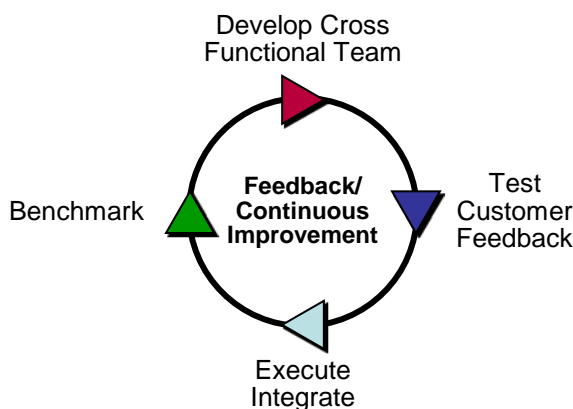
After an extended length of time of zero product upgrades/launches and dismal sales levels, an adult incontinence manufacturer had to launch a new, upgraded core product line on an expedited timeline to prove its strength and reemerge as a significant competitor in the marketplace.

Result

- Redesigned and launched an upgraded core product line on an expedited <12 month timeline
- Reinvigorated sales growth (a leading factor in a rapid 30% sales growth)
- Reduced product cost by 5-10% while maintaining/improving product performance

What We Did

Implemented a cross-functional, collaborative supply chain (inclusive of customers and suppliers) approach to product development combined with rigorous project management:





Case Study

Improving Cost Management through Business Systems Integration

Challenge

A tissue paper manufacturer sought to increase profitability by leveraging a recent investment in a new business system.

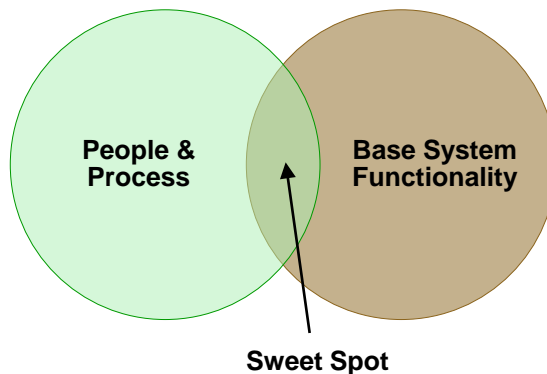
Result

- Positioned the company to acquire two businesses simultaneously
- Determined key cost drivers using the system reporting capabilities
- Managed the key cost drivers to take cost out of the business and free up cash flow

What We Did

Integrated the core business processes with the appropriate system functionality to achieve a direct impact on the key cost drivers.

Cost Driver Management





Case Study

Improving Cash Flow by Increasing Inventory Turns on Core Product Line

Challenge

A leader in aerospace metals distribution sought to reduce inventory levels to free up cash flow and reduce debt levels.

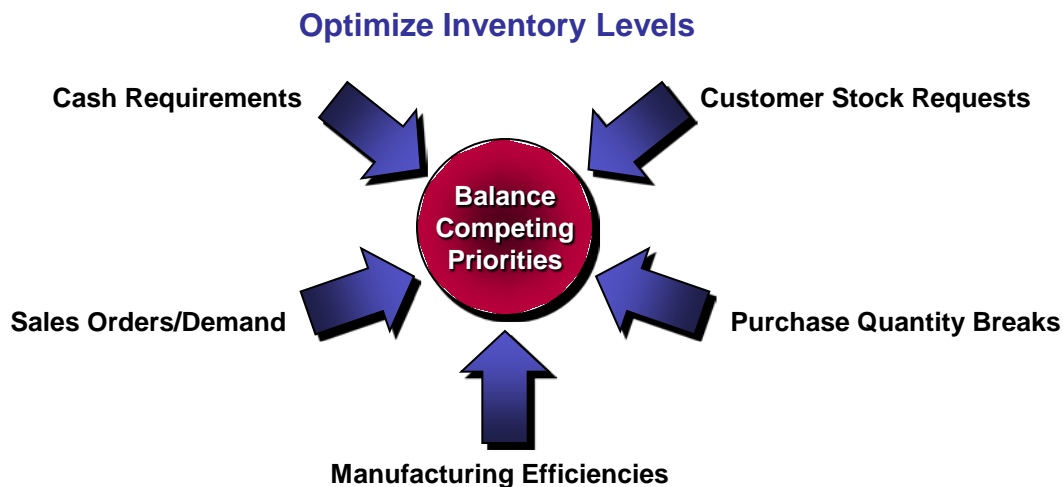
Result

- Achieved almost double the inventory turns on the core product line while maintaining high fill rates and on-time deliveries
- Reduced inventory obsolescence

What We Did

Worked with leadership to identify and evaluate the inventory management personnel, processes and systems and then developed and implemented action plans to impact results.

- Elevated the focus of inventory management throughout the organization
- Placed the right people in the right roles to balance competing needs to optimize inventory levels
- Developed a Sales & Operations planning process to direct & facilitate the process
- Implemented a daily process discipline and focus on execution of inventory management fundamentals, tracked through a metrics scorecard





Case Study

Vendor Managed Inventory: From Low Gear to Supplier of the Year

Challenge

A middle-market company was faced with a new challenge, when its top customer suddenly required all suppliers to develop a vendor managed inventory (VMI) relationship in order to maintain business volumes and the opportunity for growth.

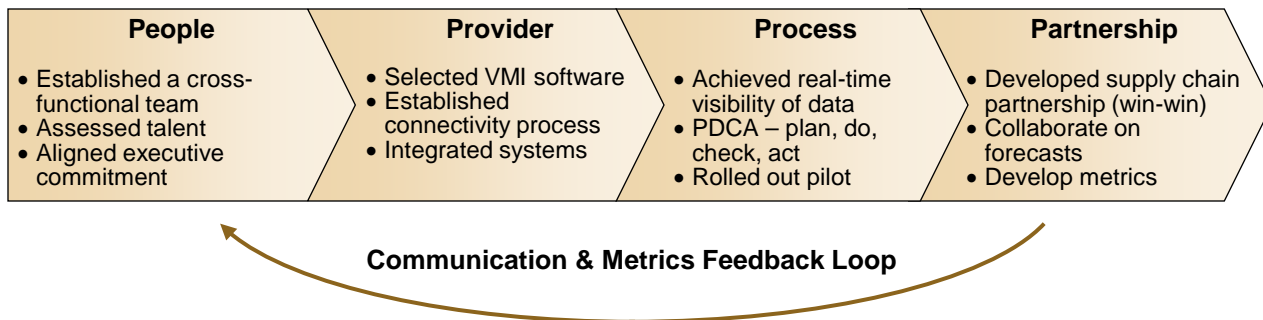
Result

- Achieved “Supplier of the Year” status with #1 Customer in three separate years
- Reduced inventory levels by 50%
- Reduced lead times while maintaining 98%+ service levels
- Optimized freight and warehousing costs through load and pallet optimization
- Reduced invoicing errors while creating a predictable cash flow

What We Did

Implemented a cross-functional approach to the 4 P’s of operational implementation for VMI: people, provider, process and partnership:

The 4 P’s of VMI Success





Case Study

Coaching: Positioning a New Leader for Success

Challenge

A senior manager in supply chain management needed guidance in aligning the operations and supply chain teams to support both increased sales volumes and Sarbanes-Oxley requirements.

Result

- Passed first year Sarbanes-Oxley audit with no significant or material exceptions
- Completed a successful, first, complete physical inventory and implementation of cycle counting programs, which increased inventory record accuracy from unknown levels to 98%
- Standardized and shared best practices across sites to drive operational improvements

What We Did

Provided coaching and mentoring to help the new leader establish:

- A supply chain vision
- A collaborative effort with the operating units focused on goals and measures
- Dashboard metrics inclusive of a sales and operations planning process
- A rigorous follow-up, tracking and communication process





Case Study

Improving Margins & Share in the Commercial Products Building Market

Challenge

Following the downturn in real estate, a windows and doors manufacturer (heavily dependent on the commercial and residential market) was cash constrained and needed to find opportunities within their business model and supply chain network.

Result

- Discovered a hidden opportunity which would provide a competitive advantage in terms of lead time and process efficiencies
- Uncovered internal best practice opportunities to improve not only operational and supply chain efficiency but also the opportunity to increase sales revenues
- Developed a supply chain network to optimize cash flow while meeting customer needs

What We Did

Partnered with the business leaders to assess the business model and supply chain network inclusive of people, processes and systems

Identified Performance Drivers

Interviewed and Observed

A sampling of people in the division's sales, administration, plants and service centers

Objectively Compared

Skills, processes and system utilization

Assessed

Capabilities of the facilities and systems

Recommended an integrated roll out of the plan:

- Beginning with the organizational structure and the optimization of skills and roles
- Supported with a cross-functional team for processes & systems



Case Study

Accelerating Cash Flow Through Supply Chain Management

Challenge

Confronting escalating oil and gas prices, a manufacturer already knee-deep in operating cost reduction required more savings in supply chain and distribution costs in order to maintain investor confidence and return a profit.

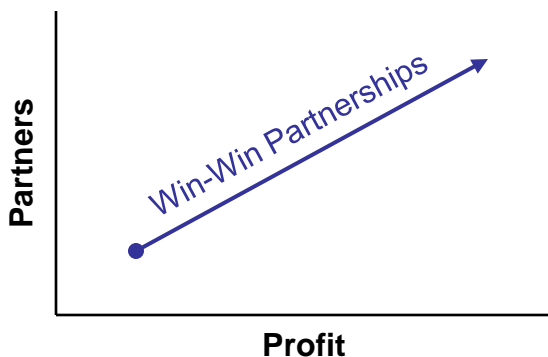
Result

- Lowered the supply chain cost structure while doubling inventory turns and maintaining/improving service levels
- Reduced freight costs 50% while improving lead time performance for key customer
- Significantly reduced overhead and supply chain costs with top Canadian distributor
- Optimized truckload and warehousing efficiencies

What We Did

Developed and implemented a supply chain strategy:

- Identified key supply chain profit drivers and fit with the company strategy
- Developed win-win partnerships with supply chain partners (customers, suppliers, carriers etc.)
- Jointly collaborated to develop supply chain programs to achieve the optimal combination of service/ quality and profits throughout the supply chain





Case Study

Turnaround – Solving Operational Problems

Challenge

Following significant research and development disruption to operations, a mid-market manufacturer struggled with miserable operational results – efficiencies around 50%, high waste and inconsistent quality.

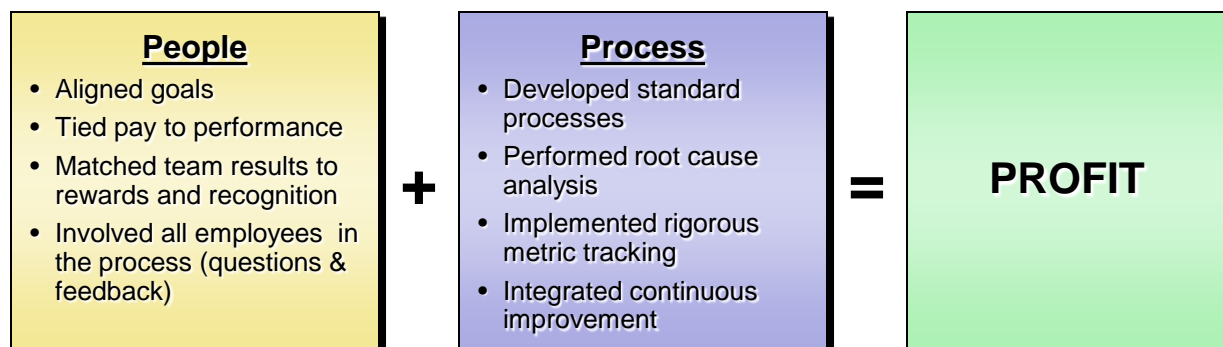
Result

- Achieved 80% operational efficiency within 6 months
- Reduced waste levels by half
- Received positive customer feedback due to the return of consistent quality
- Transformed an operational loss into a net income

What We Did

Developed and implemented a rigorous focus on operational fundamentals

Operational Turnaround





About Lisa Anderson



Lisa Anderson is a senior supply chain and operations executive and founder and President of LMA Consulting Group, Inc. With 20 years of experience across multiple industries and the entire scope of business processes, Lisa brings to an engagement a record of achievement and leadership in supply chain and operations management, project management, information systems implementations, business process design, mergers and acquisitions, turnarounds, strategic and financial planning, and organizational change initiatives.

Lisa provides a pragmatic, results-driven approach to partnering with clients to improve individual and organizational business performance – specifically focused on delivering bottom line results in terms of increased profitability, cash flow and customer service levels. In essence, Lisa transforms people and process into profit.

Prior to consulting, Lisa was the Vice President of Operations and Supply Chain of Attends Healthcare (formerly PaperPak, Inc.), an adult incontinence and absorbent food product manufacturer. Her twelve year tenure included transitions and promotions through the company transformation from a \$100 million family-owned business, through a merger and acquisition of three businesses into one \$350 million dollar global company, followed by a management leveraged buyout in combination with an investment banking group.

Lisa led the operational and supply chain turnaround, which resulted in more than double the inventory turns, reduced operational costs/improved efficiencies, and improved service levels with reduced lead times. She also led the project team that revamped and introduced an upgraded product lineup, which was a key factor in significant sales growth (30%). Prior to joining Paper-Pak, Lisa spent four years in various planning and distribution leadership roles at Santa Fe Plastic and Coca-Cola Enterprises.

She has been a featured speaker at the APICS International Conference and the Global Supply Chain & Logistics Summit and a guest lecturer at the University of Southern California's Entrepreneurial Program. Lisa has been quoted in The Wall Street Journal, ABC News and the Los Angeles Times and has published articles in Industry Week, The Journal of The American Management Association and Corp! Magazine. Lisa serves as President of the Inland Empire Chapter of APICS and as an Advisory Board Member for the development of an Advanced Supply Chain Certification program at California State University Fullerton's Extended Education. She is Board approved in Supply Chain strategy by the Society for Advancement in Consulting (SAC) and is an APICS Certified Supply Chain Professional (CSCP). Lisa received her MBA with an emphasis in Finance from California State University at Fullerton and her BS in Business Administration with an emphasis in Operations Management from the University of North Carolina at Chapel Hill.

She has traveled extensively throughout North America, Central America and Europe, to include a summer in Oxford when attending the University of North Carolina and as many stops as possible in New Orleans to enjoy a beignet at the Café de Monde. And, her colleagues fondly refer to her as a "pit terrier" because of her tenacity.



Description of Services

Consulting

LMA Consulting Group, Inc. provides consulting services in the areas of process control, change management and project management. We use a pragmatic, results-driven approach when partnering with your executive team and supply chain and operations managers to deliver bottom line business results. Our expertise includes:

Process Control

- Accelerated cash flow through supply chain management
- Improved cost management through business systems integration
- Improved cash flow through increased inventory turns
- Optimized supply chain network designs, efficiencies and service levels with partnership programs
- Practical returns from the integration of lean and green (environment sustainability)
- Compliance in terms of Sarbanes-Oxley and other audit/quality requirements
- Increased productivity and service levels through business process redesign

Mergers, Acquisitions & Turnarounds

- Turnarounds – solving operational problems
- Merger and acquisition integration
- Business planning and transition
- Increased organizational effectiveness by assimilating merging cultures and teams

Project Management

- Project objectives delivered on time, on budget and with high service levels
- The integration and execution of business processes and systems



Description of Services

Speaking and Workshops

LMA Consulting Group, Inc. has spoken on a diverse set of business performance topics to groups including the Global Supply Chain & Logistics Summit, U Connect, the Association of Operations Management's (APICS) Seminar 1 and 6-Packed Conferences, and local chapter meetings of organizations such as Financial Executives International. Topics include:

Process Control

- **Supply Chain Strategy**
Accelerate cash flow by optimizing the supply chain
- **Achieving Operational Excellence Through Business Processes**
How to utilize business processes to continually raise the bar
- **Profit through People: The Secrets to Achieving Business Results**
A practical approach to creating profit through people and processes

Change Management

- **Mastering Change: Keys to Achieving Results during Organizational Change**
How to create positive change and take results to the next level
- **Operational Turnarounds: It's not all about reducing cost**
What really makes a difference to achieving an operational turnaround
- **Mergers & Acquisitions: Integration is Key to Success**
How to be one of the 20% to achieve the intended synergies & results

Project Management

- **How to Achieve Project Management Success Every Time**
Keys to planning and executing projects that deliver consistent bottom line results