



June 2017 - Issue #136

## Welcome from Lisa

I'm just not sure where the days go. It seems like it was just Mother's Day and yet it is the start of the 4th of July weekend. Where does the time go?

Of the same ilk, May whizzed by with a blink of the eye, and on LMA Consulting's anniversary, I wanted to congratulate Parizad Sethna as our 2017 LMA Advocate award winner! Read all about her extreme value here.



Every single executive I collaborate with seems to have this same issue - there are many more priorities that need to get done in a day than hours in the day. I see this as one of the themes of the Amazon Effect - no one has time; thus instant deliveries of whatever we need (products, data, information, services) has become the norm. This topic inspired a few of this month's articles.

I'm really excited to announce that I've published my first book, *I've Been Thinking: Turning Everyday Interactions into Profitable Opportunities*. It is available on Amazon, Kindle and iBooks. Check it out, and if you like it, I'd love it if you would write an Amazon review. For LMA clients, you have access to a downloadable copy in my Clients-Only section of the website.

## **IN THE NEWS**

Please check out my latest speeches, articles & quotes:

- Interviewed on Made in America about the future of supply chain, APICS and students and on the Lou Desmond show about the future of manufacturing and the APICS-IE symposium.
- Quoted in Quality Magazine's article "Close, But Not Home".
- Published article in Anthony J. Madonia & Associates LTD, "The Amazon Effect: Why We Must Pay Attention to Our Customers".
- Spoke at The Future Ports Annual Conference and at a Supply Chain / IOT Event on the Amazon Effect and on an APICS-IE webinar on Leveraging SIOP for Success.

Lastly, please join me at APICS San Fernando Valley for my interactive presentation on "Napolean's Stomach".

Enjoy!

Lisa

Email

LMA Consulting Group, Inc.

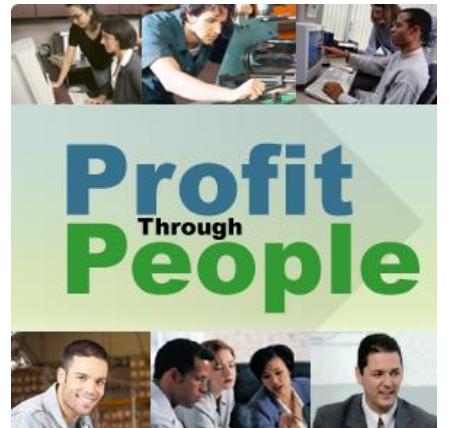
P.S. If you know of anyone who could benefit from improved service levels, decreased lead times or increased levels of cash due to improved inventory processes, please refer them.

### **Profit through People Can You Fit 10 Hours into 8?**

In today's Amazon-impacted world, we want everything yesterday. We are in a perpetual time-crunch. In that light, none of the executives we work with have enough time to complete his/her priority list in the day. Thus, the question is how do we fit 10 hours into 8?

Here are some questions to ponder when trying to fit 10 hours into 8 at the same or better quality:

1. Why are you doing your current task? Is it because you always have done it or does it accomplish something valuable?
2. Do you have a long to-do list? If so, which do you cross off first - the easy ones, the ones you enjoy doing or the high priority items? Why?
3. How much time are well-meaning people who are not priorities absorbing from your day? Why are you allowing this to occur?
4. Would your boss concur with your priorities? Do you even know? If not, are you willing to have that discussion?
5. Does your team understand the priorities? Do you ask for help from your team? Do you make it interesting for them?
6. How many of your priorities relate to your top performers?
7. How many of your priorities relate to customers?



8. Have you thought about what to stop doing?

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**[Time Management Tips](#)**

Eagle Eye

## How Far Should You Look into the Future?

Whether setting strategy or designing a SIOP (sales, inventory and operations planning) process, one of the most important questions to consider is how far into the future will you look? And why?

As we think about whether the answer should be 1 month, 1 quarter or 1 year, let's ask a few questions:



1. Do you have customer contracts in your business/industry? If so, how far out do they go?
2. Regardless of the commitment level, how far out do you have information that is somewhat reliable? If it changes substantially from month-to-month, is it of any value?
3. How reliable is your forecast by product or customer grouping? Forget about items and sku-level forecasts. How about product category forecasts?
4. Do you have access to demand data into your supply chain?
5. Are you asking questions about what is coming down the pike? If not, why not?
6. How much cushion do you have? Do you have inventory or capacity availability?
7. How prepared is your supply chain? Can they handle volume spikes?
8. Are you willing to dedicate people to gain a view into the future? Why or why not?
9. Have you considered a strategic sprint? Why are you setting arbitrary time frames when customer don't care what you do? They want what they need when they need it.
10. Are there downsides to looking too far into the future? What are they?

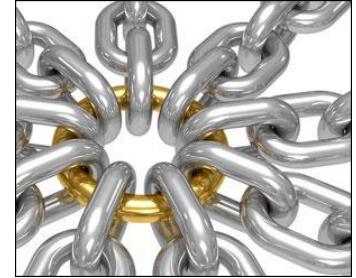
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**[Forecasts Are Always Wrong So Why Bother?](#)**

## Time or Money - Which Gets the Priority?

In today's Amazon-impacted world, we believe in instantaneous delivery. It has become an expectation. Even my mom who orders on Amazon by calling me believes a two-day delivery is a bit long. After all, she might not realize she needs something until the last minute. Thus, which is more important - time or money?

Here are a few questions to ponder when thinking about time vs. money:



1. Do you expect rapid deliveries across the board?
2. Are you willing to spend extra money for speed? Are your customers? Do you know this answer or are you guessing?
3. How important is cash flow to your business? How long is your supply chain? Regardless of how well inventory is managed, how much will be tied up by virtue of your supply chain design? How does that compare with delivery expectations?
4. Have you thought about investing in your demand plan instead of into inventory to be better prepared to deliver quickly without sinking cash into what is likely to become slow moving inventory?
5. Have you thought about investing money into strategically placed inventory? Having what your customer needs when they need it might be the difference between success and failure.
6. In your business, can you have time AND money?
7. What other types of time and money are you overlooking? Get the full picture before jumping in.

**Did you like this article? Continue reading on this topic:  
[Slashing Lead Times to Support the Amazon Effect](#)**

## Technology - Should We Take It or Leave It?

Technology is a hot topic. Artificial intelligence. Autonomous vehicles. 3D printers and additive manufacturing. Business intelligence. We can't stop talking about it. Many times, these topics are somewhat like fads. Even though there are benefits, we can get carried away and not even pay attention to whether we are gaining value. Thus, we should take a step back and ask a few questions:



1. Do we need the technology or is it just cool?
2. What value does the technology provide? Does it yield a return on investment? What is that return on investment?
3. What is most valued by our customers? Time? Price? Features? Services? Which technology best aligns with their needs?

4. Is the technology supporting the business goals or are the -business goals supporting the technology? Which is your lead for your conversations?
5. Are you caught up in bells and whistles or focused on value?
6. Are you leading with technology or with the customer experience?
7. What do your customers expect? Can you leverage technology for a win-win?

**Did you like this article?** Continue reading on this topic:

### [Technologies Transforming Supply Chains](#)

## Connections

- We are putting together a panel on trending technologies for manufacturers and distributors for our APICS Inland Empire executive panel & networking symposium on Nov 4th. Please [email me](#) with referrals.
- Do you know a top notch HR consultant in the Inland Empire or surrounding area? Please introduce [me](#).
- My colleague, a multi-dimensional, C-level Operations Executive in consumer products manufacturing with over 20 years of experience in providing smart solutions to complex challenges is looking for a COO or Executive role in Operations and/or Supply Chain in the Orange or South Los Angeles counties in the apparel or consumer products industries. Please [refer](#) her to potential opportunities and contacts.



Our APICS Inland Empire chapter is offering the new and exciting certification CLTD (certified logistics, transportation and distribution). Refer anyone interested in taking their personal career up a notch with [CLTD classes](#).

**NOTE:** To submit an item for this section, please send me an email with a short description of your needs and an email address. Please note that NOT all requests will be published as it must fit the guidelines and align with the Profit through People brand.

## What is *Profit through People*?

I've used the Profit through People brand since my newsletter's inception in 2006 as it resonated with me. Although I consult on topics within each of my service lines--Eagle Eye Strategic Focus, The Strongest Link in Your Supply Chain, the Systems Pragmatist & Profit through People--I find that people are key to success in every situation. If you are interested in elevating your business performance, please [contact us](#).



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