



March 2017 - Issue #133

Welcome from Lisa

Spring is here! It has always been my favorite season. Growing up outside Chicago, spring feels wonderful with the sunshine and melted snow. Now, my mom thinks it is frigid at 60 degrees (since she lives in AZ).

To kick off spring, I traveled to Carmel for a business meeting. The hills were absolutely gorgeous (see below), and, of course, the ocean views were amazing. It certainly provides the atmosphere to get away and think.



I also moderated a panel on "Leveraging Your Supply Chain for Growth & Profitability" at the [CEO Summit](#) this month. We had two sessions of our panel, and they couldn't have been more different from one another. It just goes to show how broad a topic supply chain is.

And, I participated on a panel at the Drucker Supply Chain Forum on "[Professional Pathways in Supply Chain](#)". It was a lot of fun, and we had really engaging discussions on the supply chain profession. I'm

dedicating my newsletter articles to thought provoking questions that arose while participating in the Drucker Supply Chain Forum.

IN THE NEWS

Please check out my latest speeches, articles & quotes:

- Quoted in SAC article "[*American Businesses Still Need to Maintain a Global Focus*](#)".
- Published an article in *Project Times* "[*Keeping Your Project Team Motivated & Engaged*](#)"

And, I'm especially thrilled that I was quoted in **Chief Executive's** article, "[*Why Big Companies are Reinvesting in American Manufacturing*](#)"

If you are in Southern CA, please mark your calendar for May 6th. My *APICS Inland Empire Chapter* has an amazing lineup of logistics experts for our Executive Panel & Networking Symposium on "Disruptive Innovations in Logistics." [*Learn more & register*](#) up while seats remain.

I hope you have a Happy Easter!

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.

Eagle Eye

What Did Every Distribution Executive Note as Key to Success?

At the Drucker Supply Chain Forum, there was a panel of distribution executives from Amazon, Toyota, QVC and Komar discussing "Company Culture as a Competitive Advantage". I've found that if all of my clients (or my best clients) have something in common or emphasize the same point, I should pay attention.

In this case, the themes noted by every successful executive included:

1. **Core values** - interestingly, we found that establishing and living by core values was integral to success when I was a VP of Operations for PaperPak. The executive panel agreed. Do you have values? Do your employees know them? Do they think you live by them? Don't even think about discussing values if you cannot live by them as you'll lose more ground than you ever thought possible. But, if you plan to live by them, values can be hugely successful.

2. **Engagement** - again, this warranted several pages in my upcoming book "I've Been Thinking: Strategies to Make and Keep Bold Customer Promises and Profits" as I've always found it crucial to success. It is simply amazing how much MORE engaged employees accomplish than the rest. And, isn't it a more exciting work environment to live in?

3. **Employee Focus** - I've yet to see a company with happy customers and unhappy employees. Have you? Every panelist brought up the importance of an employee focus. Amazon provides education to employees - whether or not the education relates to the job. QVC has created an intriguing environment for their employees to enjoy what could be seen as a typical warehousing job. Toyota follows the Toyota



Production System tenet with employees on top. And, Komar focuses intense attention on employees - performance reviews, core values, etc.

The Strongest Link in Your Supply Chain

What are Executives Looking for in Supply Chain Professionals?

What are executives looking for in supply chain professionals? That was the topic of the panel I participated on at the Drucker Supply Chain Forum with executives from the Walt Disney Company, Source Intelligence, Intelligent Audit and CSCMP. So, what is the consensus?



1. **Broad knowledge** - Supply chains are global and more complex in today's world. Thus, a broad and diverse set of skills is required to be successful in the field. If you have the opportunity to try a new area you wouldn't have requested, give it a shot. You might just enjoy it. Worst case, you'll have built skills that will come in handy as you move forward in the supply chain profession.

2. **Technology** - There is no doubt about it. Supply chain and technology skills must go hand-in-hand. If you aren't keeping up with what's needed to be effective in the current environment while also looking ahead, you'll be left in the dust. Artificial intelligence is gaining momentum. Cloud computing is the norm. Collaborating across your supply chain is becoming commonplace. Are you on top of these topics?

3. **Communication & presentation skills** - Unfortunately, no matter how smart your solutions and ideas, none will proceed if you cannot present them effectively. And, that is just one aspect. Consider how to collaborate across your supply chain without these skills. Not feasible.

4. **Risk** - Your supply chain cannot be effective without thinking about the impact of risk. There are countless types of risk around us - cyber, natural disasters, financial, political etc. Have you at least considered the most impactful and likely risks?

5. **Sustainability** - This topic continues to gain steam and popularity. Are you thinking about how to turn sustainability into a win-win-win?

Did you like this article? [Continue reading on this topic:](#)

[What Supply Chains and Liberal Arts Have in Common](#)

The Systems Pragmatist

What's Important in Technology?

It is quite telling that every executive panelist on the "Professional Pathways in Supply Chain" panel at the Drucker Supply Chain Forum (Walt Disney Company, Source Intelligence, Intelligent Audit and LMA Consulting Group) had a significant focus on technology. Supply chain and technology go hand-in-hand. Thus, what should we be thinking about when it comes to technology?



Although many technology topics arose, let's focus in on three of the ones that pop to mind first:

1. **Business intelligence** - Every panelist agreed on the importance of business intelligence. In essence, how do you leverage data to see trends, make decisions etc.? For example, Intelligent Audit is almost exclusively focused on capturing and using freight data.

Transportation can be vital to service, cost and much more. Source Intelligence connects you to your supply chain - they offer a data collection and compliance solution. Certainly, this is all about business intelligence as well. Lastly, similarly, every one of my ERP selection clients has business intelligence as a top priority. Do you?

2. **Cyber security** - Not surprisingly, every panelist concurred on the critical nature of cyber security. You don't even have to attend a special event to figure this out. If you read the news, you should be sufficiently concerned about security.

3. **Strategic use of data** - Somewhat closely aligned with business intelligence yet broader in concept, the strategic use of data is becoming a hot topic. Imagine how much data the Walt Disney Company has in its archives and what you can do with such a goldmine. This topic is especially related to supply chain if you think about the data connecting your supply chain. Again, since Source Intelligence helps you connect to your supply chain, they are in the business of the strategic use of data. Are you considering how you can capture supply chain data and better leverage it to elevate your business performance?

Did you like this article? [Continue reading on this topic: Technologies Transforming Supply Chains](#)

Profit through People

Why Does Employee Engagement Matter?

Employee engagement was a hot topic during the "Company Culture as a Competitive Advantage" panel at the Drucker Supply Chain Forum. Did you know that one of the most recent Gallup studies found that 67% of people are not engaged in the workplace? How horrifying is that?

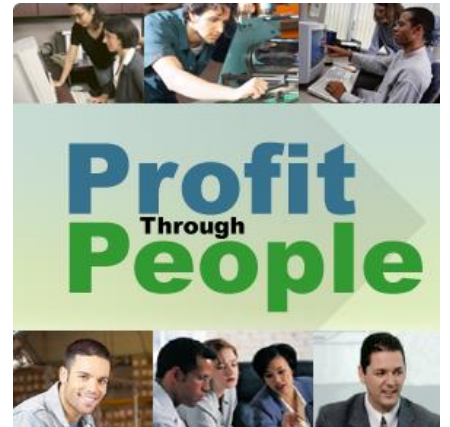
Worse yet, what makes up the 67%? 51% are not engaged but 16% are actively disengaged. What? Can you imagine the obstacles to overcome to be successful in an environment where 16% of your team is working against you?

What can we do about employee engagement?

1. **Involvement** - Involve your people in their work. It sounds obvious but rarely occurs. Can your employees have an impact on their work? Are they asked to participate in brainstorming sessions or kaizen events? Please, if you ask your team to participate, do not dictate the solution. You'll create active non-involvement!

2. **Leadership** - Ok, leadership can sound like motherhood and apple pie; however, have you thought about just one fact - employees do not leave companies; they leave leaders. Who is leaving your company?

3. **Performance management** - Talk about a topic few leaders excel at doing, it is performance management. I was fortunate to have an OD/HR mentor who taught me almost everything I know about this topic. It is actually quite simple. Be upfront with your people. Provide immediate positive and constructive feedback. Address poor performers. This single action will achieve wonders with your stars. Don't wait for once a year. Make time to meet one-on-one at least once a quarter.



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

[**How to Effectively Engage Employees and Achieve Results**](#)

Connections

- We have an AMAZING panel for our APICS Inland Empire executive panel & networking symposium on Disruptive Innovations in Logistics. **Learn more** and register while seats are available.
- Do you know a top notch HR professional in the Inland Empire or surrounding area? Please introduce **me**.
- A few excellent positions are available for industrial engineers and continuous improvement at Pharmavite. **Refer** qualified candidates.
- My colleague, a multi-dimensional, C-level Operations Executive in apparel manufacturing, supply chain and e-commerce 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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