



May 2015 - Issue #111

Welcome from Lisa

Well, I am thrilled that I've leapt over the 10 year hurdle! As my CPA who helped me get started said, "10 years flew by". And I don't look a day older....funny how I have to take off my glasses to read close up. I will just blame it on my cat! (since we blame him for everything)

I had a 10 year celebration of my business earlier this month with clients, colleagues, friends and family. I very much appreciate you as my *Profit through People newsletter* has been integral to my success - and "by my side" since the beginning. Your comments, feedback and ideas have kept me going. Thank you, and keep them coming!

Speaking of milestones, I've put together my core milestones over the 10 years. What an interesting exercise! Great reminders and memories.

I'm thrilled with so many of these milestones; however, I think the top three that stand out to me include:

1. My Wall Street Journal quote (who wouldn't be excited about that?!).
2. SAP's recognition as the top 16th supply chain influencer (although I write all my own content, Julie deserves credit for this as well for getting the word out - thanks).
3. And my 100th Profit through People newsletter! (thanks to you!)

Since this is my 10 year anniversary edition, I am dedicating my feature article (which happens to be in the Profit through People service line this month) to those people who have been integral to our success.

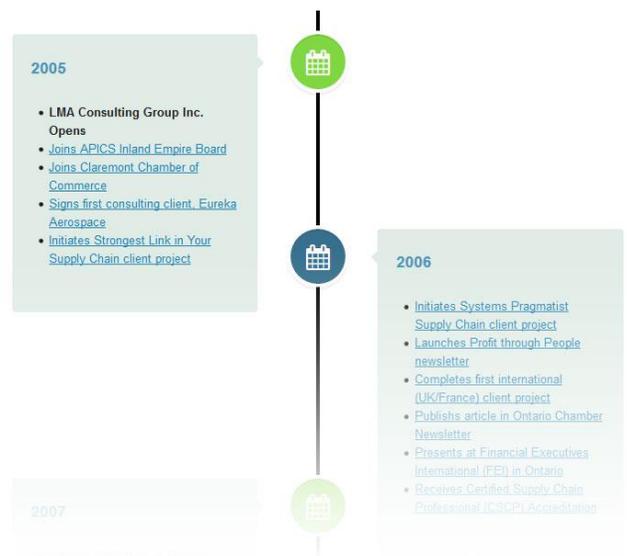
I presented 10 people with LMA Advocate awards at the celebration, and I will recap them here.

IN THE NEWS

Please check out my latest speeches, articles & quotes:

- Quoted in the SAC's article "Preparation, Rapid Response Key to Surviving in Era of Data Breaches and Hacks".
- Published an article in *Project Times* "Collaborate for Project Success".
- Spoke at APICS Ventura on "Cycle Counting Remains Core to Success".

Milestones



I'm also very excited that I've been selected to speak at APICS 2015 in Las Vegas on October 5th-7th on "[The Amazon Effect: Prepare Your Supply Chain for Success](#)". Join me. To learn more and register, click [here](#).

Happy graduation to all the graduates out there. My nephew just graduated from middle school - and thrilled for a summer break.

Enjoy!
Lisa

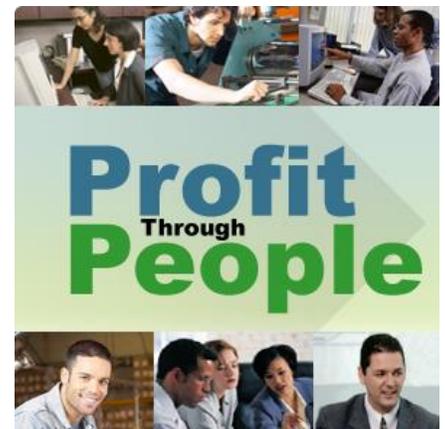
[Email](#)
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P.S. Please think of me if you should know anyone who would like to elevate their business performance.

Profit through People Thanks to my LMA Advocate Awardees

As my initial newsletter subscribers know, *Profit through People* has been my focus since day 1! After 10 years of consulting, following 15 years in organizational life, it is apparent that PEOPLE are our #1 asset. Those leaders who leverage, engage and empower people thrive.

People are cornerstone to success. Apparently this shines through with everything I do and write. In 2013, it was time to give LMA a face-lift, and so we labored for days to develop logo options. I sent them to you for feedback and was thrilled with the vast # and specificity of responses; however, there was no clear "winner". Less than an hour later, I received an email from my webmaster. He had read my email (since he typically posts my newsletters), and he thought the people element wasn't emphasized enough (as he obviously had been paying attention!). He not only gave me that feedback but sent the perfect logo attached in the email. I promptly received rave reviews from you - the clear "winner". Thanks Scott!



Clearly, this story indicates that my success is no different. I have FAR too many people who have supported me along the way (starting with my parents and a long list from there) to name them all. Therefore, boiling the list down to the 10 who had the largest affect on my business' growth and success was extremely difficult. I appreciate the contributions of so many, and I will be in touch with each of you.....

Next, on to the 10 people I recognized as LMA Advocates at my 10 year celebration.....
(In alphabetical order)

1. **Andrea Belz:** Andrea and I were accountability partners for several years during a crucial period of my business growth and transition. I'd send her a case study, bio or article, and she'd slash it in half while improving it! Andrea is also the person who introduced me to [ProVisors](#) (a group of trusted advisors to executives and business owners).
2. **Mike Brown:** Mike is the reason I was able to start my consulting practice. He gave me the opportunity to be the VP of Product Supply for PaperPak and fought off Board members and the like who might have preferred a grey-haired man from Harvard running their operations; instead, he stayed true to his focus on values and results. He has also been very supportive of my business and has involved me in interesting business deals.
3. **Susan Brunasso:** Susan has been one of the most supportive and customer service oriented people I know. I met her early on through the [Claremont Chamber of Commerce](#), and I quickly discovered that she knows everyone - whatever random need I have, she will rapidly shoot off 2-3 referrals. Additionally she has been cornerstone to bringing me from text to visuals with photos and videos with extreme patience (starting off with 18,000 takes for 1 video.....)
4. **Jim Cename:** Jim is a consummate professional, friend and many times repeat client who has been pivotal to my practice's growth and success. He is truly a pleasure to work with and is

committed to achieving results with an eye towards the value of people. He has also been instrumental in providing introductions, keeping in touch, giving feedback on my business and marketing ideas etc.

5. **Vicki Jeter:** Vicki has been a trusted colleague and friend and has been instrumental to my business growth. When I look back at the origins of my business growth (and top sources), Vicki is tied for #1! She is also the catalyst for my Systems Pragmatist service line as she has the best business acumen tied with systems applications and design experience I've ever run across.
6. **Ellen Kane:** Ellen and I met relatively early on through my APICS connections, and she has become a colleague, friend, ACA alliance partner and my 3rd top source/ catalyst of business growth with both referrals and collaboration (especially as it relates to my ERP selection services). She has got to be one of the most helpful and giving people I know which is why I always say that she is one of the only people who is "impossible to say no to".
7. **Valerie Ladd:** Valerie and I met when I joined the APICS Inland Empire Board of Directors in the very early stages of my consulting practice. Valerie epitomizes customer service and extends that to all of her relationships. Thus, early on, Valerie made introductions for me, was always there to lend an ear or provide advice / ideas, and was instrumental in getting me known in the Inland Empire. And I could not forget to mention that she has kept our APICS chapter intact with finances and is an unrelenting volunteer - just invaluable!
8. **K Means:** K is not only a top-notch person and repeat client but she also shares knowledge readily - What a fantastic profession where you can provide value AND learn as you go (if you have someone like K in your corner)! K is also a fabulous combination of one of the best number-crunchers I know (her spreadsheets are truly amazing) and one of the most creative as well. She helped me put together my first graphic. Seems like a minor thing but a catalyst to my success!
9. **Jolene Myers:** Jolene was my first long-term client, and I am most appreciative of her unrelenting confidence and support. We worked together at PaperPak previously, and she tracked me down early in my consulting practice to discuss working together (what could be better?!). Jolene has been extremely supportive, enjoyable to work with and when I look back at the origins of my business growth (and top sources), she is tied for #1!
10. **C.C. Vest:** C.C. and I met early on in my LMA tenure via NAWBO. We kept in touch throughout the years, and later collaborated on selecting the optimal ERP system to support her company's goals. C.C. and Dan were a true pleasure to work with (couldn't ask for better!), and C.C. has been exceptionally supportive of me and my business at every turn - introducing me to people, suggesting events to attend, providing recommendations and referrals - and the list goes on....

Wouldn't you say I am very fortunate? I value these people (and many, many others) and am extremely thankful.

I've yet to meet a long-term successful leader who didn't value people. Have you told your team of their value lately?

Did you like this article? [Continue reading on this topic:](#)
[Showing Thanks in the Workplace](#)

Eagle Eye

What is Culture?

I wholeheartedly agree with my consulting mentor Alan Weiss with how he defines culture - "It is that set of beliefs that governs behavior".

Culture seems like such a mysterious topic and executives spend millions to try to create culture change and the like. Yet when you boil it down to the basics, it is really quite simple. What set of beliefs does your company run by? Where did they come from? Are they helping or hurting you?



When you look at culture with this viewpoint, it becomes easy to determine how to change your culture; however, the devil is in the execution. For example, one of the companies I worked with merged with another. The strategy was "perfect" - great synergies and opportunities to leverage strengths. The vision was communicated effectively but fell apart in execution. As I've heard Alan say about one of his clients, "Bill, do you believe what you read on the walls or what you hear in the halls?". In this case, the set of beliefs that govern the day-to-day behavior were not modified. Thus, the fabulous strategy could not occur as the former culture prevailed.

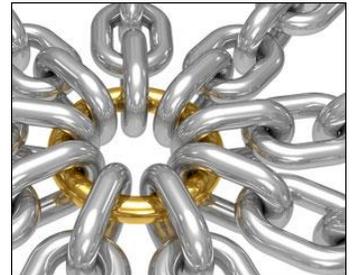
Stay tuned for articles about how to change culture; however, to give you a few tips to stew on in the interim: 1) Communicate consistently, frequently and with different media. 2) Align communications with actions. 3) Find exemplars to lead the culture change. Much of my consulting practice's success is based upon these principles for the simple reason is that RESULTS FOLLOW. And you have a happier work environment to boot.

Did you like this article? [Continue reading on this topic: *Lost in the Culture Change Maze? 4 Strategies to Succeed*](#)

The Strongest Link in Your Supply Chain
I've Run Out of Space!

One of those frequent and frustrating problems with growth can be space. Who has heard, "I've run out of space! What should we do?". Unfortunately it is not uncommon.

The problem with this situation is that there are numerous causes and solutions - including this is exactly the problem I wanted to create. Recently I've been working with a few highly seasonal clients. Space can be a dilemma in planning for how to navigate these seasonal patterns. Additionally running out of space is always a concern for growing clients. So, what should we do?



Make it a part of your planning process. For example, planning for space is one of the outputs of a SIOP (sales, inventory and operations planning) process. When you implement this best practice process, it is absorbed into the monthly process flow and trade-offs are continually evaluated. You'll find countless articles on SIOP by searching my [blog](#).

A few items to think about when space arises as a topic include:

- **Warehouse space optimization with existing equipment** - have you considered how to optimize the space you already have? I've yet to run across a company without an opportunity to maximize already-existing space utilizing already-existing equipment. Think about flow, layout, storage strategies, etc.
- **Warehouse space utilization with value-add purchases** - have you brought in an expert to review your warehouse layout to look for opportunities for additional racking and creative approaches to maximizing space? Can you add an aisle? How about store above the dock doors?
- **Flow** - at its simplest, think about whether you are storing high-volume items closest to the dock doors and lower volume items in the hard-to-reach, inconvenient places. There are many flow considerations beyond these but it's a great place to start....
- **Onmi-channel strategy** - if you support more than one channel (such as retail/ e-commerce and distribution), it is likely you need multiple storage and handling strategies.
- **Leveraging systems** - have you optimized the use of your current system? Are you scanning? Utilizing WMS functionality? There are many potential solutions without investing significant resources. Often times, WMS light capabilities can be a dramatic boost to productivity.

It isn't a bad idea to start with common sense. My best clients might not be warehousing gurus yet they think about this from a common sense perspective, ask questions and gain inputs from the entire team.

Beyond common sense, a few simple yet effective warehouse strategies might be in order. Certainly, none of us wants warehouse space to be the limiting factor for growth!

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

The Systems Pragmatist

Build a Solid Foundation with Data Integrity

I recently was talking with a key client about the importance of building a foundation for new processes, and it sparked the idea for this article. If there is one common problem my clients experience, it is the desire to rush "building the foundation" - whether of a process, system, culture etc.

Don't give in to the temptation; instead, invest in building a solid foundation, and you'll end up with a better - and typically quicker - result than the rest.

When it comes to systems, the key to the foundation is addressing data integrity. Garbage in creates garbage out is not just a saying; it is a certainty. Thus, what types of data should we review?



1. **Inventory accuracy** - if you do not have accurate inventory (within a reasonable tolerance), nothing else will "work". Thus, start here.
2. **Item numbers** - do you have a bunch of junk included in your item numbers? Clean up obsolete part numbers. Consider labeling slow-moving so that you can pick them out quickly.
3. **Item attributes** - this is a BIG one. Clean up your make vs. buy flag; clean up your item categories; clean up all the flags which will cause the system to "do" something. Otherwise you'll be following a bunch of incorrect messages.
4. **Purchase order & supplier clean up** - one of my clients was experiencing a rather large mess, stemming from a recent system implementation. In their case, we focused on cleaning up PO's, and the situation improved 80/20 immediately.
5. **Work order & manufacturing data clean up** - similar to purchase orders, can you rely on your manufacturing data? Equally bad, do you have all sorts of old POs sitting out there? The system will assume that they are all valid.
6. **Dates** - talk about a common problem! Do you start with accurate dates and then just let them go by the wayside? Clean up your dates so that your system has some idea of what will ensure success.

Although there are countless data integrity items, if you start with these, you'll be in much better shape. Addressing this area will not be as exciting as implementing Lean or Six Sigma but it will drive FAR more results. You'll drive results by strengthening your foundation and then finding the right strategies to build on top of it.

Did you like this article? [Continue reading on this topic:](#)
[The Foundation of Business Success - Data Integrity](#)

Connections

Connections and relationships are the 80/20 of success!

THIS MONTH'S REQUESTS:

- My APICS Inland Empire Chapter has a success Spring Executive Panel & Networking Symposium on "Innovation: A Must for Manufacturing and Distribution Success". We are now planning for our fall symposium in November. Please send your ideas for "top of mind" themes ***to us***.
- My Ontario ProVisors group of trusted advisors is looking for an labor attorney, a real estate attorney and a commercial real estate broker. Please *email me* with your referrals.
- An excellent Supply Chain Manager with expertise in inventory management, systems, business processes, and project management with a specialty in aerospace in the Wichita area is looking for her next career opportunity. Please contact her with referrals and ideas.
- I've heard about a few companies looking for solid procurement professionals. If you are interested, *email me*.
- I know of a few excellent Supply Chain Leaders who are interested in making a change for the "right" opportunity. If you are interested, please email *me*.



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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