



November 2017 - Issue #141

Welcome from Lisa

Bula! Greetings from Fijiand New Zealand. Although projects continued to progress (with exceptional support from Diane, Tony, Parizad, Pam, Kathy, my APICS Board of Directors, ProVisors executive committee and more), I also spent quality time in Fiji with my global consulting strategy group and took the opportunity to travel in Fiji and New Zealand this month. This is one of my favorite pictures from Fiji....what else can you ask for?



Have you thought about how to rejuvenate lately? Especially with the year coming to a close soon, it pays to think ahead so you can kick off 2018 with gusto and schedule some time with family, friends and trusted colleagues to appreciate them.

IN THE NEWS

Please check out my latest speeches, articles & quotes:

- Quoted in CFO.com's article "[Satisfy Customers First, and Cost Cuts Will Follow](#)".
- Spoke on the YPO global webinar "[MRP and CRM: How They Can Improve Your Business](#)".
- Quoted in Camcode's article "[Supply Chain Optimization: 27 Supply Chain and Logistics Pros Reveal the Single Most Effective Way to Optimize the Supply Chain Process](#)"

And I am absolutely THRILLED that I have been named a **Top 40 Tech B2B Influencer to Know**.



I hope you have a wonderful holiday season.

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 Keep a Strategic Eye

Certainly, after spending a week in Fiji thinking about strategy, I am focused on the power of keeping a strategic eye at all times; however, it is undoubtedly what our most successful clients do. We have learned to keep an eye on what "works" across organization sizes, industry types, and more. The verdict is in - those executives that keep a continual eye on strategy outperform the rest.



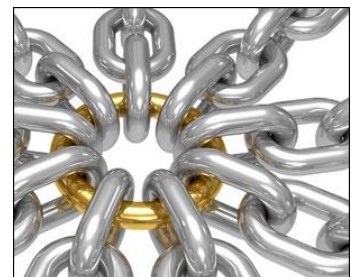
Recently, we were in a final project review meeting with a large, complex organization's CEO, and he continually kept an eye on strategy. As much as he appreciated the tactical results, the strategic conversation was top of mind. It was a night and day difference to another client review meeting we participated in recently. There is no doubt which organization would make the better investment - not just in terms of cash but also in terms of referrals of resources. Top talent is attracted to top talent with an eye to the future.

We also met with a potential client recently who is vastly smaller in size than both of the above examples yet he had an eye to strategy and was willing to invest in the "right" talent to ensure his strategy translated into reality. This conversation engaged our interest in collaborating with him because we know the focus would be on outcomes that tie to strategy instead of deliverables that might have no relation to a result. Are you engaging your employees, customers, suppliers and trusted advisers with an eye to strategy?

Did you like this article? [Continue reading on this topic:](#)
[The Value of Strategy Discussions in Fiji](#)

The Strongest Link in Your Supply Chain Is Your Supply Chain Ready for Growth?

Recently, we worked with a large, complex organization to provide an external assessment of the supply chain organization and how well it was prepared to support scalable growth. It reminded us of the value of taking an outside view every now and then. Whether you take yourself outside of your organization, hire a consultant or ask an executive from another division or trusted customer



to take a deep dive into your organization, you'll likely wind up with a few ideas - or, at a minimum, a confirmation that your i's are dotted and t's are crossed and ready for growth.

It is MUCH easier to downsize than it is to grow successfully. NOT more pleasant but it is simpler to cut back. Unfortunately, we are all too familiar with this exercise. Yet growth has many of the same challenges:

- Cash is a constant challenge - by virtue of growing rapidly, you spend money in advance of shipping and receiving payment. The quicker you grow, the tougher it can be without a line of credit especially for a smaller organization.
- Are your people ready for growth? What "used to work" might no longer be sufficient. Have you prepared for these needs?
- Can your operations keep up? Do you have the resources, equipment, and support resources?
- Suppliers are likely to be ill prepared unless they are in lock step with your growth plans. Regardless of the preparedness of your team, nothing will occur unless your supply chain is aligned.
- If caught by surprise, you can certainly throw resources at the issue but to achieve scalable growth, you should have thought about your processes, systems, metrics and more. For example, determining that you've outgrown your ERP system as you "hit the wall" is too late. It will take time to select the best system for your needs AND it will take between 6 months to 18 months to implement, depending on your size, complexity, ERP partner, scope etc.

Growth is a hot topic. For example, according to our recent *Supply Chain Briefing*, McKinsey predicts 20% manufacturing growth by 2025. However, regardless of your industry, if your company isn't growing, it is dying. We have NEVER seen an organization "stand still" and "maintain" successfully. Have you? Thus, growth is core to success. The key is whether it is a plan or an after-thought. Which is it for you and your organization?

Did you like this article? [Continue reading on this topic: McKinsey Report Predicts 20% Growth by 2025](#)

The Systems Pragmatist

Are You Leveraging ERP Fully?

80% of our clients only utilize 20% of their ERP system, and they are not alone. So, if this is common across typical companies, why do so many of them call to throw out their current system and find one that will resolve their challenges? It's a good question!

When clients call with this dilemma, we make sure pursuing a new ERP system makes sense. It is NO easy initiative to change systems and keep customer service levels intact. It requires a significant outlay of funds to not only purchase the system but also to implement. Contrary to popular belief, the software cost is SMALL in comparison to the implementation cost. Thus it pays to take a second look at whether it would make sense to more fully leverage your ERP system.



There are some situations that dictate an upgraded ERP system. For example, a few include the following: a recent merger or acquisition, an outdated, unsupported system, a highly customized system that isn't scalable (and/or dependent on key resources), a system such as QuickBooks is easy to outgrow... It pays to take another look regardless but especially at the rest of the scenarios that arise. Are there ways to leverage your ERP system more fully? Most importantly, can you leverage the system to support your

customer and profit differentiators? What could you learn from the user group community? Linked In can provide some answers.

In our consulting practice, we have seen a few examples of ERP systems that were "hard to imagine" in terms of being outdated and non-functional in terms of basic business tenets. Even in these situations, there were opportunities to further leverage the ERP system to achieve business outcomes while pursuing an upgrade. Why not take a second look? Even if you are above average, you likely have 50-70% opportunity to expand functionality.

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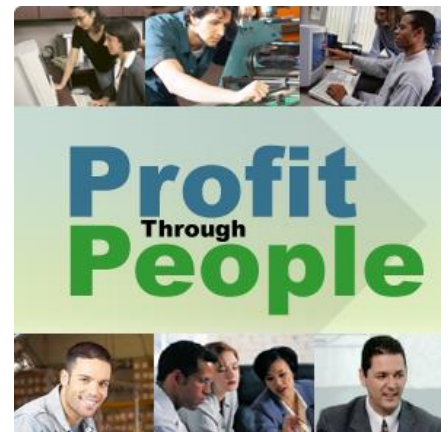
[**How to Know if Your Old Business System is Just Fine**](#)

Profit through People

Who Should You Follow?

Several situations have arisen recently that leads us to plead "choose wisely". Examples abound on both sides of this topic. Strong leaders attract top talent. Weak and command and control leaders keep the weak and those close to retirement (in name only). That is one of the things we love about being consultants - we have a wide view, across many organizations with vastly different personalities; thus, strong leadership is as obvious as a purple cow (to use a Seth Godin reference).

To your employees, leadership effectiveness is as obvious as a purple cow, even if it doesn't stand out to anyone else. Pay attention to how your employees react to their leaders. Are they energized or beaten down? One good question is as follows - if the phone rings at 5:05pm, would they pick it up, thinking it might be a customer with a question? Or will they ignore it and instead put their efforts into a CYA type activity?



In today's Amazon-impacted marketplace, customers appreciate suppliers and advisers who will go the extra mile to provide that above and beyond service. Just put yourself in their shoes. Who would you rather go to for products and service - whether or not the 'boss' is there to make sure you receive top notch service? Someone you know will help you regardless of what it does for their career or someone who is out for their self-interest? Remember, people work for and buy from people - not companies.

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[**Why Does Employee Engagement Matter?**](#)

Connections

- Do you know a top notch commercial real estate broker in the Inland Empire or surrounding area? Please introduce **me**.
- A client is looking for an Operations Manager with solid execution skills and an understanding of related impacts (such as cost) in the Ontario area. It will be a good opportunity for the right candidate. **Contact me** with referrals.
- A client is searching for a planning/ inventory analyst in the City of Industry. **Contact me** with referrals.



- A colleague and experienced VP of Supply Chain / Operations with experience in High Tech, Retail, Consumer Products, Manufacturing, Energy & Chemical, Automotive, Metals, Mining, and Logistics is searching for his next opportunity. If you know of a good position, please refer **Brian Reed**.
- A colleague is looking for a Manager of Supply Chain Planning & Integration for a food processing company in the Los Angeles area. Please contact **Tom Gentle** with referrals.
- A business and operations leader is searching for his next opportunity. Check out his **Linked In profile** and refer opportunities to him.
- A highly respected Controller is looking for new opportunities. Check out her **Linked In profile** and refer opportunities to her.

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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