

Lisa Anderson's Profit Through People® Newsletter

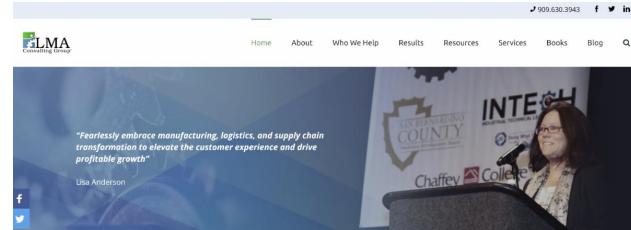


Enabling Scalable, Profitable Growth No 175, November 2020

As our inaugural newsletter from LMA Consulting's founding in 2005, Profit through People remains our flagship brand because although most clients call us because of our manufacturing, supply chain and technology expertise, the 80/20 of success goes straight to people!

Lisa's Note

I was extremely busy in Sept/Oct with client projects, media interviews, awarding our 2020 LMA Advocate and LMA Futurist, upgrading our website and co-leading a significant, global (Europe, N.A. and Pac Rim time zones) virtual conference (learning as we went). Fitting lunch into a packed schedule was tricky to say the least.



Starting with LMA awards, I'm thrilled to congratulate Shannon Reininger, our 2020 [LMA Advocate](#). She has been instrumental in many ways from being an advocate for continual learning and improvement to a partner in client success and much more. We also kicked off the [LMA Futurist](#) award in 2020 as innovation and forward-thinking will be pivotal to success post COVID, and I was pleased to award it to Steve Erickson and the Corona Clipper team. There is no doubt they think a few steps ahead of the pack.

Of course, I'm excited about the [website upgrade](#) as I've simplified, modernized and clarified my focus. It now focuses on our passion and what we do best - manufacturing, supply chain and technology projects to create predictability, profitability and performance. We condensed blogs, articles, newsletters and In the News items into the [blog](#) and created a searchable [audio and video webpage](#). You'll continue to see a few improvements roll out in the next week as I finish a few straggler items.

The Society for the Advancement of Consulting's (SAC) [global conference](#) was quite the experience (and a lot of work!) but we brought together the best experts from around the globe to a value-packed conference, and I'm quite proud of the result. If you know a consultant, speaker or entrepreneur, the videos have to be one of the best investments you could ever make. [Contact me](#) for a partner discount code. I'll share a few insights in an article on running virtual events.

IN THE NEWS

I'm most excited about contributing expertise to [Harvard Business Review](#)'s white paper "Drive Agility and Innovation with ERP in the Cloud" and keynoting a [SAP customer event](#) for Vision 33 on "Resilience vs. Efficiency in This Next Normal". I'll be sharing the video of my session shortly. With

that said, I was excited to have many publications and speeches.

And it was a value-packed time period for my latest speeches, articles & quotes:

- Spoke at SAC on [Reshoring in a Post COVID World](#) and at a Distributors & Manufacturers Affinity group of [ProVisors](#) on supply chain impacts for 2021 due to tariffs and COVID.
- Interviewed on ERP by [SelectHub](#) in "[Manufacturing Trends: Leveraging Software and Tech to Maintain a Competitive Edge for 2021](#)" and by [TechTarget](#) in "[Top Change Management Tips for ERP Implementation Success](#)"
- Interviewed on e-commerce for ACHR (Air conditioning, heating and refrigeration) in an article "[Distributors Face Many Options as Customer E-Commerce Habits Accelerate](#)"
- Featured in a Special Report for [Compass Magazine](#) "Agility in a crisis: Manufacturers equipped with virtual-experience technologies stepped into the COVID-19 supply gap".
- Published press releases on the [LMA award winners](#) and [e-commerce and the importance of strategic data](#) and was quoted in SAC press releases on [how increasing customer focus will help businesses thrive in 2021](#) and on [Advancing Consulting awards winners](#).
- Picked up in the [ProVisors Accelerator](#) newsletter on top change management tips for ERP.
- Picked up in [Brushware](#) on Is JIT Dead and in [Today's Medical Developments](#) on how workforce talent and suppliers are critical to stabilizing the supply chain.
- As highlighted above, I'm thrilled to have been featured in the [Harvard Business Review](#) and at the [SAP Customer Event](#).

Hope you have a happy and healthy holiday season.

Enjoy,
Lisa

[Email](#)
[LMA Consulting Group, Inc.](#)

P.S. Know anyone who is interested in increasing the value of their business? Refer them to [us](#).

Why Does the Strategic Supply Chain Matter?



Why does the strategic supply chain matter? This is the topic of a recent collaboration with a global group of top supply chain consultants. We wrote an eBook available for free download (and will be available for purchase on Amazon), "[Thriving in the New Business Environment: Why The Strategic Supply Chain Matters](#)".

Clients are asking whether they should reshore, reevaluate sourcing networks, carry additional inventory, set up dual sources of supply, partner with local and/or regional companies and much more. These issues relate to strategic questions and cannot be answered with a simple yes or no. What is clear across the board is that it is time to rapidly assess your situation and determine priorities for the next normal that will meet your strategic and business objectives. Thus, we put together this eBook which is the first in a series about thriving in the new business environment.

Our first eBook focuses on where we began (thinking back to the times of Henry Ford), how supply chains flattened out and then went global. JIT and Lean hit the scene, and then Amazon transformed the customer requirements with the need for flexible, responsive and resilient supply chains. This led to global crises creating disarray in supply chains. We wrap up this first eBook by talking about where supply chain will go next and what executives should be thinking about. Get your free download [here](#).

I'm interested in if you are reevaluating your supply chain network or plan to do so. Please take a

quick [1 question poll](#), and you'll find out what your colleagues are doing.

Read more about product supply strategy and related concepts in our eBook, [Future-Proofing Manufacturing & Supply Chain Post COVID-19](#). If you'd like a rapid assessment and recommendations for your situation, please [contact us](#).

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[Should Supply Chain Be a Strategic Function](#)

Reshoring in a Post COVID World

I facilitated a group of top notch global supply chain consultants discussing reshoring in a post COVID world. We had good discussions about why manufacturers outsourced and whether they should reshore or minimally, reassess their supply chain. We took a deep dive into discussions on cost, the need for resilience and responsiveness and challenges manufacturers are facing in a post COVID world. Join in on the discussion and let us know about your plans with a [1 question poll](#).



Thriving Post COVID with Technology Advancements

Clients on the fast-track with technology advancements are surpassing the competition during COVID and are likely to speed by them post COVID. This is the topic of a special report I contributed to that was published by Compass magazine "[Agility in a crisis: Manufacturers equipped with virtual-experience technologies stepped into the COVID-19 supply gap](#)".



According to Accenture, 94% of Fortune 1000 companies were experiencing supply chain disruption due to COVID-19 by March 2020. Talk about a steep percentage! The need for adaptability and responsiveness quickly drove priorities. Those already on the road to the digital transformation have fared better than the rest. The report provides examples and talks about the benefits of digitally enabled operations, modern collaboration platforms, the strategic use of data in combination with IoT and predictive analytics, the use of augmented reality glasses and the advantage created with the use of a virtual twin. Read about these concepts and related examples in the [article](#).

Should you try to catch up and implement these technologies? Yes and no. Do a quick technology assessment for your digital transformation journey and what will add value to your customer experience and bottom line. Only then will you know where to prioritize resources. If you are interested in this type of technology assessment and roadmap to drive manufacturing and supply chain value, [contact us](#) to discuss your situation and objectives.

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Predictions Document

Check out our 2020 predictions document [here](#). More than just the coronavirus:

"Automation will no longer be just for processes. Increased focus on automated analytics will drive efficiency and productivity and change the role of the Supply Chain in 2020 and beyond."

Leigh Boghousian
SVP Supply Chain - Green Dot Corporation

"These are different times to say the least....it is the externalities that I worry about."

Fran Inman
Senior Vice President - Majestic Realty, Co.

"Specialization and thinking through the tradeoffs between automation and flexibility will be the key to drive success."

Craig Young
Senior Director of Operations - Nelson, LLC

Case Study: Overloaded with Data Issues?

Even the best of clients have all sorts of data issues. It is actually quite surprising how this issue runs across industries, company sizes and types of ownership. So, what should we do about it? Let's talk through a client example and the successful path forward.



Situation:

Although quite technical and successful in designing manual processes, this client had a plethora of data issues. Item attributes and customer data was inconsistent. Data anomalies were rampant. And the list goes on. Although not ideal, it wouldn't matter if it didn't negatively impact employee morale, the customer experience or profitability. However, they had hit the wall in terms of frustration, scalability and predictability.

Solution:

It definitely isn't as simple as saying "fix your data issues". In fact, we started by actively not focusing on this gorilla in the room. Instead, we looked for improvement opportunities. We started by reviewing workflows, understanding processes and asking about desired outcomes while finding out what the experts of each process step thought the bottlenecks were and asked about ideas for improvement. After seeing how the process steps came together and taking ideas from multiple clients and process owners, we designed a path forward. This roadmap would take tangible steps forward to achieve immediate improvement while laying the groundwork for long-term transformation.

From a data point-of-view, we tackled a small subset of data related to an area of key importance. This enabled us to find small wins on the roadmap to a digital transformation. For example, we identified a small subset of products and customers to focus on for data integrity, forecasting and predictive analytics. More importantly, we could gain a series of incremental improvements along the way while building a solid infrastructure to support scalable, profitable growth.

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[The Strategic Use of Data](#)

Future-Proofing Manufacturing & Supply Chain Ebook

Check out our [eBook](#) on navigating & successfully emerging post COVID-19:



Virtual Meeting Checklist for Success

How many Zoom meetings have you attended this week?

Since COVID, we probably lead or attend 35-45 virtual meetings a week. Whew! It seems we better figure this out and develop strategies for success.



What About a Virtual Conference?

Now take that to the next level with a virtual conference. In co-leading the Society for the Advancement of Consulting's Global Annual Meeting, we had six Zoom sessions going at once and sessions starting at 6am Pacific (for European attendees) and going straight through to 7pm Pacific (for our Pac Rim attendees) with North American attendees in the middle. We left 10 minutes before the top of each hour for a break and scheduled a few networking sessions throughout the conference. No lunches. After all, which time zone would be allowed lunch? Of course, attendees could come and go but it made for long days for us. Now that is a coordination trick if you'd like your speakers and hosts comfortable, audience engaged and the core team sane.

A Few of the Key Lessons Learned (the first 7 that pop to mind):

1. **Test technology in advance:** No matter how experienced, items arise you don't expect. The more prepared for the unexpected, the better.
2. **Use Multiple Zoom IDs:** We would have had a disaster if we had to end sessions before starting the next session, and that wouldn't have allowed prep time with each speaker for last minute issues. There is conference software that avoids this issue but whether it makes sense to invest and figure out a more complex technology depends on the needs.
3. **Get help:** We had hosts, a technical support resource and a core team to jump in and resolve issues. We needed EVERYONE.
4. **Music and graphics:** They go a long way to creating a brand and pleasant experience. Just make sure you know how to use these features so that the audience can hear (not as easy as it sounds) and the presentation is showing properly.
5. **Create engagement:** Ideally, use multiple strategies to create engagement virtually with the use of interaction, sharing screens, chat, questions & answers, polls and more.
6. **Show passion:** Just like in a regular speech or workshop, you have to show passion. Facial expressions, movements and voice inflection make a big difference.
7. **Offer Choices & Breaks:** We put extra effort in pre-planning to offer options, choices, different types of sessions, different tracks and breaks for attendees. Since we were recording, it also offered an easy way to plan a break and catch up later.

The Bottom Line

In our experience, you must prepare, prepare and prepare some more. Of course, it is always a good idea but it is far easier to be 'in the moment' in an in-person speech. You should certainly be in the moment in a virtual meeting as well but you have to prepare for engagement, issues and more so that you have the opportunity to be 'in the moment'. We had a few issues arise, and when they occurred, my co-leader or I jumped into the session to help the host spur the conversation or address the issue. 80/20, the audience didn't even notice. With that said, a few of us slept for MANY hours upon the conclusion of the conference.

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[Zoom Fatigue and How to Stay Engaged](#)

Connections

THIS MONTH'S REQUESTS:

- My nephew found a great job as a full stack developer and is thrilled to be working for a company that makes a difference in people's lives! Thanks to those of you who provided ideas, referrals and support. I am very excited!
- A client is looking for manufacturers interested in selling. If you are interested in hearing more, [contact me](#) and I'll put you in touch.
- Do you know a top notch intellectual property, labor law or bankruptcy attorney in the Inland Empire or surrounding area interested in growing his/her business and meeting top-notch trusted advisor colleagues? My [ProVisors](#) group has an opening for these professions, and we have lots of referrals for these professions on a regular basis. Please introduce [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.

[Check out our new video & articles series](#)

