

Lisa Anderson's *Profit Through People*[®] Newsletter



Enabling Scalable, Profitable Growth No 180, October 2021

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've been maneuvering labor shortages, helping manufacturers navigate demand and supply volatility, monitoring container ships and trucking shortages, and thinking ahead to what's next while running a global consulting conference - in essence, running at full tilt continuously to keep all these balls in the air. Thus, it has been a while and I'm glad to be back!



I was able to fit in a trip to see my Mom and help with all sorts of tasks, and I was able to see the immersive Van Gogh experience in Los Angeles. You'll see a photo of the parents to be, my nephew Ryan and his girlfriend Tori, at the Van Gogh experience. We are excited to meet Isaiah in mid-December. Last but not least, I have been prolific in talking with reporters and the media about supply chain disruption, impacts on manufacturing and strategies to get ahead. SIOIP is one of those key strategies, and I'm excited to have been featured in a [client video](#) about the success of the SIOIP and benefits to their business. These topics will be a focus in this month's newsletter.

IN THE NEWS

I'm most excited about an interview I did with [FOX Live Now](#) and that I talked to the Wall Street Journal about reshoring and a manufacturing renaissance (hopefully to be published soon).

And MUCH more has been going on lately:

- Published in *Brushware Magazine* on "[Post Pandemic Skills Gap](#)" and "[The Digital Transformation Fueled with Business Intelligence](#)"
- Spoke on CMTA's Shifting Gears podcast on "[Women in Manufacturing](#)"
- Quoted in *Commercial Baking* articles "[Sounding the Alarm on Supply Chain Disruption](#)" and "[Sounding the alarm on supply chain: Industry execs weigh in on chip shortage](#)"
- Spoke on [NBC Kansas City](#) news in person and quoted in "[Spiraled out of control: Why the pandemic is still impacting supply chains](#)"
- Spoke on [Just the News](#) for Real America's Voice on supply chain disruption (go to 3:12)
- Spoke on NewComm Global Group, Inc.'s podcast "[Staying Global While Staying Home](#):"

Global Supply Chains: What Have We Learned?"

- Spoke on *The Knowledge Group* webinar on [Mitigating Third-Party Risk in the Digital Supply Chain: Best Management Strategies Explored](#)
- Participated as a thought leader and influencer for [SAP's SAPHIRE NOW Midmarket](#) Keynote
- Spoke at the Pacific Region ASQ Conference on [Data Intelligence & the Global Supply Chain](#) and participated with the Center for International Trade & Transportation on the [California Supply Chain Success Initiative](#)
- Led a Manufacturing Roundtable for [Salesforce](#) on the current state of manufacturing and supply chain
- Quoted in [ACHR News](#) on automating warehouses to save costs, [Snowflake](#) on just-in-time logistics, [SelectHub](#) on supply chain automation, and in [Valve Magazine](#) on coping with supply disruption and demand volatility.
- Featured in the *Society for the Advancement of Consulting (SAC)* press releases on [tech adoption](#) and [best practices](#).
- Featured in the SAC Supply Chain Special Interest Group press release on "[Effective Supply Chain Management May be Key to Rapid Growth and Scalability](#)"
- Published press releases on [supply chain](#), [manufacturing as a service](#), the [need for a supply chain review](#), and [supply chain accountability](#).
- Participated with a group of global consultants on a webinar about [Supply Chain, Materials, and Logistics Disruptions](#) and [Creating Customer Advocates During Supply Chain Disruption](#) and on *Interlinks* on [Causes and Effects of Global Supply Shortages in 2021](#)
- Facilitated webinars for the Association of Supply Chain Management Inland Southern CA on "[Reshoring & the Resurgence of Manufacturing](#)", "[Political Risk and the Global Supply Chains](#)" and "[E-Commerce and Customer Personalization](#)" and "[Unlocking the Power of Blockchain Technology](#)"
- Featured in ProVisors Accelerator newsletters for my quotes and podcasts in the [Washington Post](#), [ACHR News](#), [Industrial Insights](#), [Interlinks](#) and [Commercial Baking](#)

Happy summer!

Lisa

Email

[LMA Consulting Group, Inc.](#)

P.S. Know anyone who is interested in getting ahead of the surge with strategies to thrive in 2023 and 2024? Refer them to [us](#).

Clients Using SIOP Pulling Ahead of the Competition: SIOP Case Study

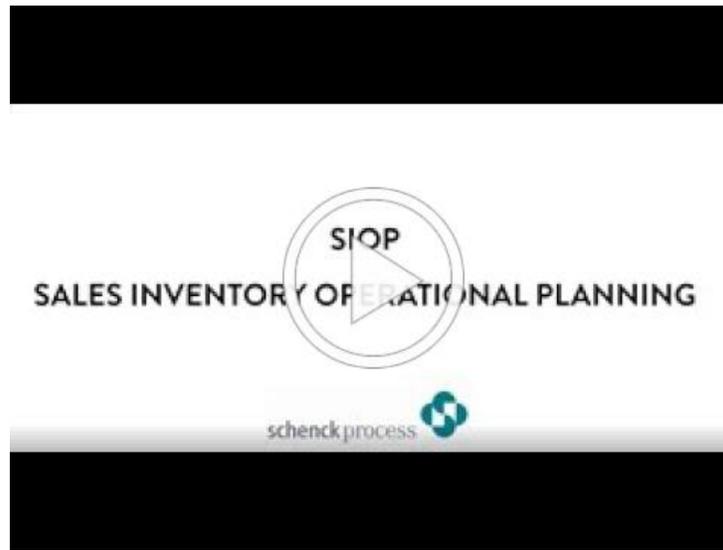
SIOP Success
Creating Operational Rhythm:



In working with clients across multiple industries including industrial equipment, food and beverage, building and construction products and healthcare products, there is no doubt that clients using a SIOP (sales, inventory and operations planning) and integrated business planning process are pulling away from the competition.

Clearly, we are experiencing extreme demand volatility and supply chain disruptions across the board. It is so bad that the most successful clients are simply losing less revenue than the rest. No one is having an easy time keeping up with demand. Labor shortages, material shortages, trucking shortages, soaring prices and much more is causing further adaptations, creating even more disruption. There are no magic bullets to solve these issues, but one key program that is helping clients far better than their competition is SIOP and Integrated Business Planning processes. Listen to the [benefits](#)

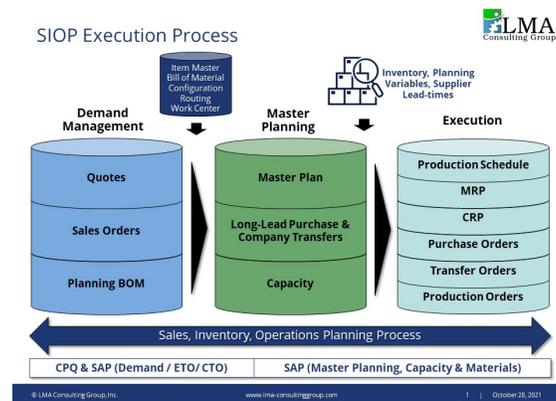
one of our clients gained with SIOPI which is helping them better navigate these crazy times.



As our clients says in the video, in his highly-engineered product company, it was critical that they gain a business rhythm to better balance demand, capacities, and inventory to get in front of the demand of customers and translate that into a sustainable operation. When you have a predictable and sustainable operation, you are more adept at predicting where you'll be at in terms of revenue, margins, and customer delivery performance. If there is one metric that every client has been focused on during these unstable times it is OTIF (on-time-in-full) and how customers are feeling about service, proactive communication and the partnership in general. The answer is in the SIOPI process.

As our client says, SIOPI is NOT a one-time process, and it is NOT an off-the-shelf solution. Instead, it is a recurring process that requires engagement across the company to be successful. In Schenck's situation, it was important to understand the data, the sources of data and to figure out how to cleanse, connect and utilize the data to make meaningful decisions. We also looked at gaps in processes and systems, and determined how to manually build the connectivity and the systems processes discipline. The success of SIOPI is embedded in understanding data, processes, systems, their connectivity or non-connectivity, and most importantly a deep understanding of the stakeholders and how they impact each other. And, of course, the key is execution.

We focused across all functions of the organization including those that touch demand management, master planning and execution.



The results were noteworthy:

- **Sales benefit:** Better alignment on sales quotation and order flow to improve delivery performance for customers.
- **Engineering benefit:** Gained visibility of what is coming down the pike so that resources can be planned proactively.
- **Operations benefit:** Gained earlier visibility in the order cycle process and could do front-end planning and build inventory earlier in the production stages, better utilize machines for longer runs and gain better visibility on purchase items so that vendor lead-times could

be incorporated without expediting to meet ship dates.

- **Procurement benefit:** Able to look ahead at upcoming demand instead of looking in the rearview mirror to better plan for surges on long-lead items to react and meet customer expectations and better plan capacity in the supply chain.

SIOP is the tool that enables Schenck to get in front of the demand, ensure they have the capacity to support demand, and that they have the right suppliers, resources etc. The next step is to evolve the process into a systemic solution through a BI implementation.

SIOP aligns demand and supply to enable growth with increased customer service, profitability and accelerated cash flow. Refer to our [blog](#) for many articles on SIOP. Also, read more about these types of strategies in our eBook, [Future-Proofing Manufacturing & Supply Chain Post COVID-19](#). If you are interested in talking about what it would take to pursue the SIOP journey in your business, [contact us](#).

[Did you like this article? Continue reading on this topic: Global Supply Shortages & Why SIOP Matters](#)

Supply Chain Expert Panel Discussion Creating Customer Advocates During Supply Chain Disruption



Emerging Above & Beyond: 21 Insights from 2021

Check out our [eBook](#) on what is relevant in 2021 according to manufacturing, supply chain and technology executives.



The War for Talent in the Supply Chain & Upcoming Webinar of Top Notch Global Consultants

The War for Talent

Many circumstances have added up to create a massive war for talent. As I wrote in [Brushware magazine](#), the skills gap is getting worse by the day. According to the Bureau of Labor Statistics, 4.3 million Americans quit their jobs in August which is a record-breaking month following additional record-breaking



months.

Several of the reasons that pop to mind include:

- Baby boomers are retiring even faster than planned pre-pandemic
- Employees have decided to retire early after reevaluating life
- The pandemic forced people to reevaluate their career, and they are refocusing on jobs they perceive to have more meaning
- Parents had to stay home with their children and have decided their kids need more attention and/or they prefer to focus additional attention at home
- Employees have to focus additional attention on aging parents and need more flexibility than their job provides
- People got used to unemployment and have decided to pursue different avenues
- Employees don't want to be forced to get the vaccine
- Employees are feeling comfortable to job hop and interested in more money
- And, the #1 reason people decide to leave is due to weak leadership/ bad boss.

As my colleague said recently, there is a war on talent, and the talent has won. So, the key question is what can you do about this problem?

Join Global Supply Chain Experts for a Panel Discussion

As part of the [Society for the Advancement of Consulting](#), I participate with a special interest group of top notch supply chain consultants from around the globe with expertise and clients from Europe to North America to the Pacific Rim. We support clients ranging from small and medium size closely held businesses to private equity backed companies to global enterprises and advise them on strategies to successfully navigate the changing global landscape.

We will talk about what we're seeing across the globe as it relates to talent and labor shortages, and more importantly, we will discuss strategies to succeed during this war on talent.

[Learn more](#) and register for one or both panels:

1. [Nov 16th](#) at 7am Pacific - Europe/ N.A.
2. [Nov 17th](#) at 4pm Pacific - Pac Rim/ N.A.

If you register, you will receive access to the archives as well.

What would you like to ask about talent in the supply chain? Feel free to [contact us](#) with your questions and input as well.

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

Emerging with Supply Chain Strength Webinar Series

LMA is sponsoring a webinar series with experts on successfully emerging from COVID.



Thriving Post-Pandemic: Turning Data Into Insights

The pandemic has spurred on the need to work smarter, not harder. In our Brushware article, the [Digital Transformation](#)

[Fueled with Business Intelligence](#), we talk about the critical importance of making meaningful decisions with data. As discussed in the [SIO client success story](#), data was a key driver of SIO results. The key was in understanding data, the sources of data, cleansing data, connecting data, utilizing data, predicting with data and more.

Since the pandemic (although largely pre-pandemic as well), EVERY single client's situation and path forward had some relation to data and business intelligence. As discussed in a client panel at a global consulting conference, the use of data is strategic. The Global CIO of Abbott talked about turning data into insights. That is exactly what successful clients are doing! For example, another client took a look ahead to evaluate storage needs to get ahead of the supply chain surge and secure additional warehouse space while also reevaluating their sourcing data and deciding to reshore/ near-shore 70% of their production within the next year. Another client analyzed data and decided which items and/or customers to prioritize during the post-pandemic surge so that they maximize customer value and bottom line results.

From the technical side, we have been working with clients to create data models to support this type of analysis as well as evaluating and selecting business intelligence software as well as other data-rich software options (forecasting, SIO, CRM, etc.). There is NO need to wait for technology solutions unless you'd like to be left in the dust. Start digging into your data and look for meaningful insights for decision-making and strategy setting.

As we are famous for saying to clients, don't worry about perfection; directional analysis is the way to go. It is better to start moving in the right direction than to sit on the sidelines crunching data. After almost 17 years of consulting, it is absolutely clear that analysis paralysis can create confusion and leads to changes in leadership whereas the leader willing to absorb directional insights and make decisions thrives.

From a process side, there is no doubt about it that you should jump into data. There is more data available than at any time in history; in fact, there is too much data. Clients end up with information overload and do nothing. Stay calm. Think logically. Access whether your conclusions make sense, tweak as needed and move forward. If there is another thing all clients have in common it is that they get so buried in data that it can convey entirely incorrect conclusions and everyone misses it because they are so focused on data instead of common sense. Before publishing data insights, review from a common sense point-of-view. You'll leapfrog the competition with a few powerful insights instead of a mountain of information that may or may not make sense.

[Did you like this article? Continue reading on this topic: The Digital Transformation Fueled with Business Intelligence](#)



Listen to Lisa Anderson on FOX Live NOW

Supply chain disruptions and labor shortages impacting Americans



Connections

THIS MONTH'S REQUESTS:

- If you have a supply chain or operations position, post it on our Association for Supply Chain Management Chapter (ASCM/ APICS) [website](#).
- Do you know a top notch general business attorney/ general counsel 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](#).
- A colleague has two buyer positions available (Irvine, Foothill Ranch). Government procurement experience preferred. Contact [Rich Malone](#)
- If you are interested in a potential expert Board member who asks great questions and is one of the best strategic minds available with CEO experience, [contact 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*](#)

