



September 2017 - Issue #139

Welcome from Lisa

I had a VERY busy September!

Actually, it just so happened (as it usually does) that several key client meetings fell on the same week as my 5 year anniversary celebration for my ProVisors Ontario group, a speech, a Board meeting for the University of LaVerne's School of Business, a strategy session for my APICS Board of Directors and more. It had to be the busiest week of my consulting practice to date. And, all that occurred just before hopping on a plane to AZ to visit my family. I enjoyed it yet I'm also glad it is behind me!

I had fun as well. It was a hoot seeing Styx in concert - see their finale below. We also saw Tower of Power and enjoyed walking through the L.A. Fair. In addition, I went to San Francisco over Labor Day to rest and enjoy the sites. It was my first time to see Muir Woods, Sausalito and my first food tour of the Mission District (thanks to Sandi for this great idea of food tours).



Since I attended and participated in so many speeches this month, I thought I'd pass along some of my favorite ideas in my articles. Pay attention wherever you go and you are bound to pick up interesting tips.

IN THE NEWS

Please check out my latest speeches, articles & quotes:

- Quoted in *We are Virtual Assistants* article on "[My Virtual Assistant Allows Me to Focus on Growing the Business](#)".
- Spoke at the *Institute of Management Accountants* (IMA) Orange County with three tED type talks on SIOP, Reshoring and Leveraging Social Media.

- Spoke at the *Rancho Cucamonga Chamber of Commerce's [Manufacturers Forum](#)* on the Amazon Effect.
- Spoke at Mobility 21's annual conference on "[Speed to Delivery: Goods Movement's High-Tech Future](#)"

Hard to believe but enjoy fall preparations. Halloween will be here before we know it!

Enjoy!
Lisa

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P.S. If you know of anyone who is interested in creating BOLD customer promises and profits, please refer them to [us](#).

The Systems Pragmatist

What is Walmart Doing?

I sat on a panel of experts for Mobility 21's annual conference titled "[Speed to Delivery: Good's Movement's High-Tech Future](#)". It was a fascinating conference and panel discussion as to the amazing amount of technology being discussed to address the future of transportation. One of the panelists was the Senior Director of Sustainability for Walmart.



Walmart has come up in several circles lately. One of our clients supports Walmart's stores, and so we learned quite a lot about their fulfillment processes, demand planning practices and, of course, their new OTIF (on-time-in-full) metrics. We also discussed Walmart service with a 3PL partner, and, of course, Walmart has been making headlines lately in the e-commerce race. It is worth paying attention. Here are a few of the highlights:

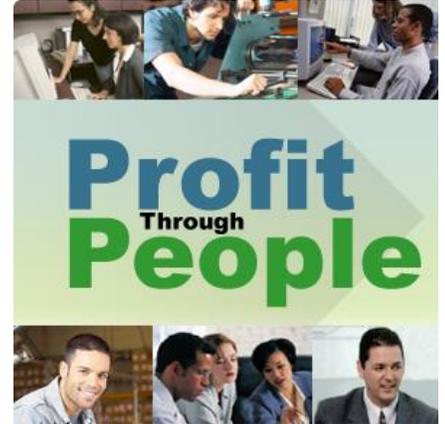
1. The focus on the customer is paramount.
2. The use of crowdsourcing is gaining steam with the use of Uber and Lyft to deliver from the store.
3. Who knew but Walmart is testing deliveries with drones as well!
4. Walmart associates are making deliveries on their way home which is possible with the software that can align deliveries with routes.
5. They just announced a partnership with August Home Smart Lock to deliver when the customer isn't at home - and even put groceries in the refrigerator.

It is always a good idea to stay up-to-speed with what the leaders are doing in the industry. Not always are their ideas ones to follow but they are ALWAYS ones to ponder for application, impacts and down-the-line trends. Who do you follow?

[Did you like this article?](#) [Continue reading on this topic:](#)
[Walmart Raising the Supply Chain Metrics Bar](#)

What is the Best Referral You've Received?

I lead a group of trusted advisers for *ProVisors* in the Inland Empire, and we celebrated our 5 year anniversary in September. It was a fun celebration and interesting to see how many long-term members we have who gain significant benefit from participating with the group. I very much appreciate my executive committee as they created this amazing success. A BIG THANK YOU to Kathy McEntee, Gus Marantidis, James Valmonte, Jan Palmer, Dana Mitchellweiler, Steve Nosenchuck, John Tulac and Mike Kouyoumdjian.



We talked about our best referrals, introductions, resources or assistance gained during our tenure in the group. What I thought was quite interesting is the common theme behind the stories - it is more about the intent behind the referral than the referral itself. You might think a referral that turned into \$50,000 or \$100,000 would be quite valuable (which it is!); however, many folks who have received big referrals talked about the more meaningful ones.

For example, one of the stars of our group is Brian Reider (partner with BB&K, a business attorney and outside general counsel) who clearly takes it the extra mile with his referrals. Several folks mentioned stories that relate to Brian, and although I didn't bring it up (as there were too many great stories to fit into our short meeting), Brian saved the day by helping my APICS Inland Empire chapter (a non-profit group of supply chain and operations professionals) with someone who signed up for our class who wanted to take advantage of us. We are by no means attorneys, let alone business people (for the most part); instead we are operations gurus. Thus, we greatly appreciated Brian's help in resolving this issue for us so that we didn't have to make our regular members suffer for the sake of one bad apple.

What stands out in your mind as the most valuable introduction, resource or help provided by your colleagues and contacts? I bet you'll be surprised by what you come up with. Perhaps we should all give pause to what is truly meaningful to us.

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

[The Manufacturing Forum and the Value of Relationships](#)

Which Best Practices Do Top Notch Trusted Advisors See?

In my *ProVisors* ODAM (Ontario-hosted Distributors and Manufacturers group - don't you love the play on words?) meeting this month, we discussed best practices we've seen with our manufacturing and distribution clients. It was a fascinating discussion as our group was diverse and consisted of the most respected attorneys, CPAs, commercial insurance, business financial advisers, consultants and the like from around Southern California yet we agreed rather quickly on core best practices. Thanks to Ron Penland for making the meetings engaging and trend-worthy.



My thinking is that you'd be interested in some of the top themes surrounding best practices:

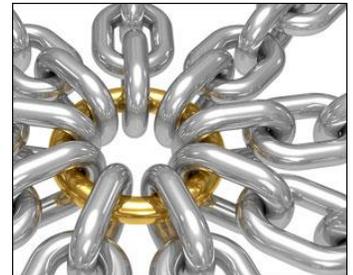
- Start by understanding financial statements and cost - interesting how often this arises with our clients.
- Look for the value add!
- Find ways to scale without increasing costs. There are lots of options such as leveraging technologies, best practices, trade associations and more.
- Leadership equals profit improvement. Enough said!
- Don't start planning your exit "too late".
- Consider process improvement techniques such as lean manufacturing, SIOP (sales, inventory and operations planning), etc.
- Be aware of your indicators and metrics.

Are you reliant on figuring everything out yourself? We hope not! The most successful find groups, attend seminars and conferences, engage with trade associations and interact with people who are up-to-speed on the latest trends - and timeless success traits. If you think you might need to go a step further, feel free to [contact us](#) and we'll suggest a few strategies for you.

Did you like this article? [Continue reading on this topic:](#)
[**100 Best Practices, Tips to Elevate Business Performance in Manufacturing**](#)

The Strongest Link in Your Supply Chain Are You Reshoring?

My [APICS Inland Empire Chapter](#) hosted a program on "Changing Trade Policies and its Effect on Reshoring" with [Michele Nash-Hoff](#), author of "Rebuild Manufacturing - the key to American Prosperity". And, interestingly, the Institute of Management Accountants (IMA) Orange County chose "[Onshoring Profits: Manufacturing is Not Dead Yet](#)" from a long list of topics and asked that I speak on its impact. Thus, it seems only appropriate to discuss a few common themes:



1. U.S. firms are leaving China as conditions worsen. Actually 25% of U.S. companies active in China have moved some operations out of the country. 38% relocated to North America.
2. In 2014/2015, parity was reached between offshoring & returning jobs!
3. 7 industries have reached the tipping point of returning to the U.S. and these sectors account for 70% of U.S. imports. For example, computer electronics, electrical equipment, and furniture make the list.
4. Using purchase price or landed cost do NOT capture total cost of ownership and can lead to incorrect sourcing decisions from a financial viewpoint.
5. 70% of executives are thinking about reshoring.

Where are you sourcing from currently? Don't just jump on the new bandwagon of reshoring but you should give your total cost of ownership a second look as well as dig into your customers' expectations and sourcing impacts. You might just be surprised as to what this new view tells you!

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

Connections

- We are putting together a panel on "Leveraging Technologies for Supply Chain Success" for our APICS Inland Empire executive panel & networking symposium on Nov 4th. Please **email me** with referrals to top notch panelists.
- Do you know a top notch executive recruiter 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). It will be a good opportunity for the right candidate. **Contact me** with referrals.
- A client is searching for a Demand Planner/ Master Scheduler with SIOP experience in Valencia. **Contact me** if you have a referral.
- A colleague and experienced VP of Operations in the food and beverage industry is searching for his next opportunity. If you know of a good position, please refer **Craig Young**.
- A soon-to-be graduate from Chapman University is interested in getting into aerospace. If you have an introduction, please contact **Sarah Thomas**.



Our APICS Inland Empire chapter has opened up registration for our fall symposium on the hot topic "Leveraging Technologies for Supply Chain Success". **Register early** to get your seat.

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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