

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



July 2018 - Issue #149

Welcome from Lisa

In wrapping up July, I am on a Southern CA vacation with my brothers and nephew. So far, we went to Universal Studios (talk about long lines!), Oceanside (see them below), San Diego (for several not-to-miss eating opportunities mainly), and we are currently in Anaheim to go to Disneyland.



I had a busy June prior to this adventure - went to AZ to spend time with my family and was quite busy from a work point-of-view with clients and lots of projects. I'm very excited to announce that I've upgraded my website from a content point-of-view! My webmaster says he is quite tired from our intense 3-week run!

A few highlights of the upgraded content: 1) A revamped [consulting](#), [advisory](#) and [clients we serve](#) webpages with links to proprietary processes/ services, beginning with the [LMA Performance Advantage](#); 2) Industry focus areas of [manufacturing](#), [distribution](#), [aerospace & defense](#), [building products](#) and [food & beverage/ CPG](#). 3) Updated results ([video](#) & [written](#) testimonials and [client results](#)).

Hand-in-hand with the updated content, you'll start seeing upgraded newsletter banners and more. We've kicked this off with Profit through People as I assume you noticed. The way I see it, it is always a good idea to modernize and innovate.

Aside from being immersed in website content to better convey our specialties, I was busy with client projects, speeches and events.

IN THE NEWS

Check out my latest speeches, articles & quotes:

- I'm very excited to announce that I've been named a subject matter expert in Supply Chain by [West Stringfellow](#).
- Taught [APICS](#) classes for the Certified Supply Chain Professional (CSCP) and Certified Logistics, Transportation, and Distribution (CLTD).
- Spoke at Institute of Management Accountants (IMA) Inland Empire on the [Resurgence of Manufacturing and Distribution](#).

On Aug 8th, I'll be speaking at the ProVisors Valley Distributors and Manufacturers Group (VDAM) on the Amazon Effect. Should be fun - if you are a ProVisors member, join me.

Enjoy!

Lisa

[Email](#)

LMA Consulting Group, Inc.

P.S. If you know of anyone who is interested in achieving scalable, profitable growth, please refer them to [us](#).

The Systems Pragmatist

Which Technologies Should We Pay Attention To?

There are so many new technologies and combinations of technologies, it is extremely hard to keep up. How do you know which to pay attention to and which to ignore? Unfortunately, some clients have told us they get overwhelmed by it all and just go back to what they are expert in (running the business) and postpone the technology decision.



As much as we find that technology is NOT #1 to success, achieving scalable, profitable growth without technology is an uphill battle to be sure! With that said, we find technology enthusiasts who get bogged down in technology as the "be all, end all" to success struggle as well.

Instead of either of these extremes, use a bit of uncommon common sense and determine which technologies to pay attention to. A few points to consider in answering this question include:

1. Your industry: There is no point being an early adopter if unnecessary in your industry unless it is your competitive advantage. Where is your industry headed? What would provide a benefit?

2. Your position: If your competitive edge is being on the forefront of delivering an exceptional customer experience, you better figure out what you need to succeed in this differentiator. If this were your case, we bet you would need to invest in technology that would enable a superior customer experience. But it is unlikely you'd need other technology advances.

3. Return on investment: As exciting as new technology can be, it pays to ensure you'll gain an ROI. Go through the exercise to determine if technology will enable growth, profitability, cash flow or another bottom line benefit.

4. Your current state: A few of our clients have been in a position where they were limited in growth prospects without enabling technology. Of course, they could grow by brute force with a stellar sales and

marketing team; however, to grow in a scalable way, they will need to leverage technology instead of hiring just to 'keep up' with growth.

5. Your strengths: As with most priorities, focus on your strengths. It can be tempting to "keep up with the Joneses" and buy the latest and greatest technology you think your competition has; however, instead of throwing good money after bad, think about your company's strengths, your teams' strengths and what makes the most sense to align those strengths with customer requirements.

In today's Amazon impacted environment, evaluating technology to best support your business objectives is a "must". As much as can be accomplished through people and process alone, you will not thrive without at least thinking about technology. Who would have thought network TV would trend towards becoming obsolete? You want to be aware of what's coming down the pike in terms of technology before you head over the edge in complete denial with your typewriter in hand.

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[AI, Robots, IoT, Blockchain Hike!](#)

Profit through People

Do You Live By Values Daily?

We decided to participate with [Executive Forums](#) (an executive peer group) and a Global Growth Cycle (a global consulting peer group) in order to stay up-to-date on what our clients need (sometimes even before they know they 'need' it) - after all, understanding what is successful as well as investing in our [continual learning](#) are important factors in long-term success.

At a recent meetings of both groups, the importance of values arose. Do you have values? And, more importantly, do you LIVE by values or are they just pasted on your wall (and ignored)?

Because we felt it was important for LMA Consulting to stand for something, we have codified our values. As a part of our communication efforts, we are sharing them with our clients, colleagues, subcontractors, advisors and more. Of course, we always welcome feedback and input.

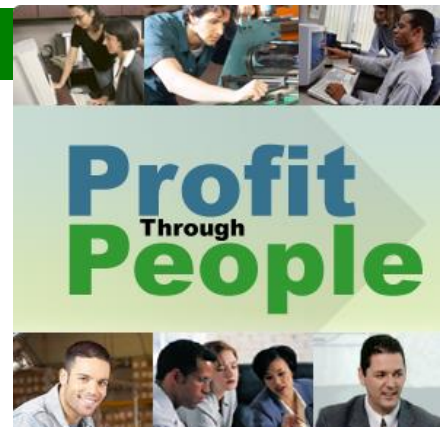
To kick off, we have four core [values](#) that happen to start with 'P' (which we enjoy because of the alliteration):



PEOPLE



PASSION





PERSISTENCE



PERFORMANCE

LMA Values

1. **People** - As we continually say (and believe), people are our #1 asset. Our affiliations, LMA Associates, colleagues, clients, and advisors fall into this category. No matter how perfect the process or ideal the technology, it will not "work" without the people.
2. **Passion** - It certainly makes life more interesting to enjoy what you do and have a passion for helping clients achieve bottom line results. We find that success follows applied passion.
3. **Persistence** - No matter the topic in business (or life), persistence has been core to our success. There is definitely truth to saying 'persistence trumps talent'. Having both wouldn't hurt but we'll take persistence any day!
4. **Performance** - At the end of the day, keeping focused on delivering bottom line business results matters. In our case, we deliver BOLD customer promises and profits!

Give your values some thought. Start at square zero. Do you have them? Do you agree with them? How can you 'live' them? How about your team? Since this is a beneficial predecessor to setting strategy and ensuring results, it is worthwhile. If you have questions or are thinking about how to get started, [contact us](#).

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[Southwest, JetBlue and How People are the Brand](#)

Eagle Eye

Keeping an Eye on Global Markets

If there ever was a strategic topic of critical importance no matter your position in the supply chain, it is keeping an eye on global markets. We've worked with clients who ONLY source materials, components and products from U.S.-based suppliers yet even they must pay attention to global markets to thrive. Are you making this a priority?

There are countless reasons to stay informed of global markets. First and foremost, we live in a global society. It isn't practical



to go through a day without coming into contact with products, services, people, currencies and more from around the world.

A few additional reasons to keep an eye on global markets:

- **Interconnected world** - We live in an interconnected world. A political risk in Asia can impact the price of your materials. Or a shortage of oil or gas (as an example) in one country can impact the price and availability elsewhere.
- **Economy & currencies** - Currency exchange rates will have an impact somewhere in your supply chain whether or not it touches your product or service.
- **Tariffs & trade** - Tariffs certainly can have an impact even if it impacts someone you wouldn't suspect should affect you. In this case, you might have short-term pricing impacts or long-term strategic impacts of where to locate manufacturing or which countries and markets to pursue. Hopefully you are considering both.
- **Global customers** - There might be unique opportunities in one part of the world to utilize your product or service with a greater benefit realized than in another part of the world. Are you considering your options and expanding your mind to the possibilities?
- **Risk** - there's no doubt, mitigating risk alone is reason to keep track of global markets. For example, earlier in my career, when there were issues getting materials out of Brazil, we wouldn't have been able to service customers if we hadn't planned for a backup supply elsewhere in the world. Similarly, we would have gone out of business if we relied on only local suppliers during a major hurricane that hit our manufacturing plant when every local business was under water except us; however, no one could get in or out so we were shut down for a short period of time anyway.

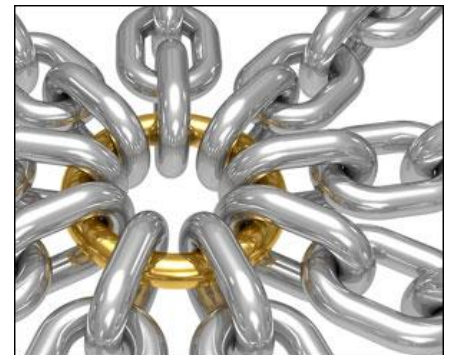
Keeping an eye on global markets could become a full-time job. Clearly, few, if any, clients can afford that. Thus, pursue ways to collaborate with customers, suppliers, trade associations and more to leverage insights. Minimally, put aside some time on a daily basis to watch a few key trends.

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[Have You Thought about Crossing Borders Lately?](#)

The Strongest Link in Your Supply Chain

When is it the 'Right' Time for a Supply Chain Network Assessment?

Supply Chain networks that are not set up to support scalable, profitable growth have a high likelihood of negatively impacting your customers, impeding your growth and consuming far more resources than ever imagined to sustain. Yet what is ideally mapped out one year is likely to change the next in today's Amazonian marketplace. Thus, assessing your supply chain network from your suppliers' suppliers through your manufacturing and logistics networks to your customers' customers with an eye to customers, cost and cash will undoubtedly yield results.



So, what are some prompts to know it's the 'right' time?

1. Renew your lease, buy or move? - As your lease comes due, it is a natural time to re-evaluate your supply chain network to make sure you are positioned ideally to support your customer base at maximum value to your customers and for you.

2. Cost considerations - As you think about how to reduce your cost base, re-evaluating your supply chain network is a 'must'. Most likely, you can save a few pennies here or there but for substantial savings, you might need to review your infrastructure.

3. Customer demands - In today's Amazonian environment, customer demands are ever-increasing. Is your supply chain network positioned to support your customers' needs, delivery points and sales growth expectations?

4. Space constraints - As you start to think about space constraints, it might be an opportune time to re-evaluate your supply chain network. First, do you know how much space is needed to support your growth plans (and where)? Do you have the opportunity to maximize space? Or should you re-position?

5. Insourcing/ outsourcing- As you think about whether you should insource, outsource (ex. 3PL) or utilize a combination of both, it is definitely the opportune time to evaluate your supply chain network and logistics infrastructure.

6. Supply chain partners - If you are re-evaluating key supply chain partners, it is likely a good time to do a quick assessment of your supply chain network.

We have found that a supply chain network assessment can be valuable even if you decide not to change a thing. Performing a quick review of customers, suppliers, operations and logistics infrastructure from a customer, cost and cash flow viewpoint can provide substantial benefit every so often. [Contact us](#) if you'd like to discuss further.

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[**Should I Move?**](#)

Connections

- Do you know a top notch commercial real estate attorney in the Inland Empire or surrounding area? My ProVisors group is looking for one. Please introduce **me**.
- A senior executive with experience as a CEO, COO, and Division Leader who delivers significant shareholder value in food and beverage, CPG, equipment and technology companies is interested in a new opportunity and expanding his network. If you know of a good introduction for his network, please refer **Chris Riley**.
- One of the best execution-oriented, common sense (which is in short supply) P&L owners or COO/ Operations-type resources I've worked with in the aerospace industry is looking for her next opportunity in the San Fernando Valley and surrounding areas. If you have an introduction, please **email me**.
- A continuous improvement expert with planning/ buying experience is interested in getting back into a job geared towards continuous improvement - a great find for an Inland Empire company! **Email me** with referrals.
- A planning/ purchasing/ supply chain expert is looking to relocate to Phoenix. If you have any job leads, please **contact me**.
- A key contact's son is looking for an entry-level supply chain position. He has experience in purchasing (including global procurement), shipping, receiving, warehousing, quality control and more and would be a great find for a manufacturing or distribution company. **Contact Kellen Carey**.

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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