

# Lisa Anderson's *Profit Through People*<sup>®</sup> Newsletter



**Enabling Scalable, Profitable Growth No 187, August 2022**

*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

Hard to believe the summer is winding down. I look forward to the fall season and the future of manufacturing!

It has been a full schedule with client priorities. We wrapped up a long-term client after achieving significant results. We were especially proud to help our client move service from 38% to 92% while helping them better utilize already-existing ERP tools and data. We were also excited to help them upgrade their [SIOP process](#) to better engage their people in a coordinated effort to align demand and supply and provide key information for decision-making. I look forward to staying in touch as I love to "collect good people"! I was also "on the go" and traveled to several interesting and progressive manufacturers located, as is typical, in 'exciting' places such as Kansas City, Pomona, Oakland, and outside Newark. I am also working on a SIOP eBook to be published this fall. Stay tuned...



On a personal side, I enjoyed going to Costa Rica with my brother and nephew. We had a great time white water rafting while seeing monkeys, sloths, Tucan birds and much more. Aside from that, I am happy for a few minutes of rest and catching up on errands and fun things like that. My car's engine is not loving life lately, and so I've been having multiple conversations with my mechanic who is more invested in extending its life than I am (as I need my car to work reliably). He has found a short-term solution that is far better than my situation a month ago so, Go George! On a positive note, I am enjoying time with Isaiah (latest photo with him sporting a t-shirt with a famous Costa Rica phrase, Pura Vida).



## IN THE NEWS

I was thrilled to be recognized as a...

- [Top 55 Supply Chain & Logistics Expert](#)
- [Top 10 Women in Supply Chain](#)
- [Top 16 ERP Expert](#)

Also, I'm especially thrilled to share that I've been quoted in multiple *CNN* articles on why [Apple Can't Quit China](#) and why [China's Shadow is looming over the US](#)

And for the rest:

- Published an *ASI Adhesives & Sealants Industry* article "[Regaining Control of Your Supply Chain: What is S&OP, and how can it help companies in the adhesives and sealants industry align their end-to-end supply chain](#)"
- Published an article "[Supply Chain Collaboration & VMI to get Ahead of Economic Challenges](#)" in the *Brushware* magazine.
- Quoted in *BBC*'s article "[The Firms Sourcing Locally to Avoid Global Supply Chain Woes](#)"
- Quoted in *Medical Product Outsourcing (MPO)*'s article "[The Big Shift: Nearshoring Trends in Medtech Manufacturing](#)"
- Quoted in *Katie Couric Media*'s article "[After a Year of Shortages, Here's Why Stores Suddenly Have too Much Stuff](#)"
- Spoke on a [Netstock](#) webinar "[Building a recession-proof strategy for your supply chain](#)" which was picked up by [MSDynamics World](#)
- My *CNN* quotes about Apple were picked up by [ABC 17](#), [News Channel 3](#), and [Egypt Independent](#).
- Quoted about inflation in several articles related to [Inflation Busters: Protecting Profits as Costs Rise](#) in [The Shop](#), [AWCI Construction Dimensions](#), [Brushware](#), and [Resort Trades](#).
- Contributed to the [Global Report: Construction Equipment & Technology 2022](#) on supply chain management in North America.
- *Southern California CEO* picked up our press releases on [Supply Chain Chats](#), [supply chain disruptions such as Russia-Ukraine war](#), and [worldwide supply chains](#).

Enjoy,  
Lisa

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](#).

# The **STRONGEST LINK** in Your Supply Chain™



## STRATEGY

### Using SIOP to Make Better Informed Sustainability Decisions



#### The Popularity of Sustainability

Sustainability has become popular with consumers, employees and an imperative of large companies. After all, who wouldn't want to participate in saving the planet? In fact, I was interviewed for an Earth Day special "[Our Changing Climate](#)" (you'll see me featured in a few segments around 20 minutes in).

From a corporate perspective, according to IBM

Institute for Business Value, 51% of CEOs now rank sustainability as their greatest organizational challenge.

#### If Only It Were Easy

A BIG first step is to understand reality and start thinking about your carbon footprint. That is far trickier than it might seem. Think about these examples:

#### As a consumer...

We think about recycling, driving electric cars, and participating in environmentally-friendly initiatives. But, do we think about our contributions to pollution? For example, we might love the inexpensive products we can purchase from Amazon, largely produced in China (which uses mainly coal in production which emits twice the amount of greenhouse gas than natural gas), transported across the world in trucks, container ships, airplanes, and more.

To make matters worse, who doesn't want the order to be delivered to your doorstep?

Unfortunately, shipping truckloads of products to one location (store) to pick up when you are already out is far more energy efficient than packaging 1 product (like a toy) in a box (definitely not green) and then shipping that box direct to your front door. That truck will go door to door all day long.

If you are an electric car fan, you should be concerned about world events because lithium batteries are mainly manufactured in China. Also, mining raw materials like lithium, cobalt, and nickel is labor-intensive, requires chemicals and enormous amounts of water—frequently from areas where water is scarce—and can leave contaminants and toxic waste behind. There is much

to consider if you are thinking about the end-to-end supply chain. And that is before considering that we have electricity shortages in many US states.

#### **As a manufacturer....**

We think about saving costs, meeting Board expectations and customer pricing targets. That might lead us to source from places like China. The pollution is so bad in China that the government shuts down sections of the country prior to big events so that visitors aren't engulfed in deadly air. China also has shortages of electricity and water, and so will turn to more to coal than they already are (with the majority of manufacturing dependent on coal). On the other hand, the US has advanced manufacturing practices, frequently producing with the lowest emissions in the world.

However, if manufacturers are producing in the US, energy costs can be significant. For example, California is has one of the highest energy costs in the US, and in some cases, it is double the price. Of course, customers do not care about manufacturers problems; instead, they care about the cost , quality and service. Thus, manufacturers will migrate to where they can survive, and the best companies innovate to thrive.

#### **As a supply chain organization....**

We think about serving customers on-time to customers' expectations with quality products in the most environmentally efficient manner. Of course, customer expectations have evolved to immediate delivery with the ability to change our mind as conditions change. Of course, to serve customers with immediate delivery, we attempt to navigate inventory stockpiles, expediting requirements, more frequent deliveries, last minute changes across extended distances with a far greater proportion of last mile deliveries to support e-commerce needs.

#### **As part of a food supply chain....**

The world needs to eat. On the other hand, the food supply chain navigates the complexities of sourcing to production, and transportation to packaging and accounts for 26% of global greenhouse gas emissions according to the United Nations Food and Agriculture Organization. The global packaging emissions is hard to imagine at 1.34 billion tonnes by 2030.

#### **All Is Not Lost: Manufacturers are On Top of It**

Several segments of the end-to-end supply chain have been working hard to improve sustainability. For example, US manufacturers have implemented factory floor improvements, lean principles and technological advancements that allow them to reduce energy loads, material and water waste. They have also transitioned to using more natural gas and renewable sources of energy. Smart factories of the future are already here, and the strong will keep getting stronger. Inventories are being managed tightly to minimize waste while ensuring appropriate supply of key materials and products with best practice [planning processes](#).

#### **The Global Logistics Network Has Invested Heavily**

There are lofty goals from decarbonizing marine operations to hydrogen rail to autonomous trucks to electric vehicles to wind powered container ships. Vast progress is being made although not necessarily quick enough to keep up with California laws, leaving heaps of frustration among logistics professionals. IoT, artificial intelligence, blockchain, and a host of other technologies are supporting the quick pace of change in the logistics industry. Renewable technologies are coming along and progress is being made. And, distributors already focus keenly on optimizing transportation routes, minimizing shipping costs and efficient warehousing and keep searching for opportunities for improvement.

#### **Standouts Exist In Every Sector**

Progressive companies are taking bold stands. For example, Tetra-Pak's ambition is to deliver the world's most sustainable food package. They have already reduced greenhouse gas emissions by

36% from 2019 to 2021 largely due to their quest to find the world's most sustainable food package. What is impressive is that they are setting a global standard for aluminum packaging and paying attention to the end-to-end supply chain. That isn't easy if you have to worry about what's happening with everyone before you in your supply chain.

### **Innovation to the Rescue**

Alaska has been promoting a potential new renewable energy source largely unique to a geographic section of Alaska. The Alaska governor is encouraging investment in harnessing Cook Inlet tides to produce a reliable energy source, particularly "green hydrogen. This is one of the most energy rich places on the planet - onshore wind, offshore wind, coalfields, oil, gas, tidal, geothermal.

### **Let's Not Get Ahead of Ourselves**

As much progress as is occurring, we have to remember a few critical factors:

- If we want to have a net positive impact, we cannot ignore the full equation. We should consider the end-to-end supply chain carbon footprint and not get stuck in a narrow vision of what helps 1 aspect of the supply chain but causes a worse situation for the total supply chain. Think end-to-end supply chain footprint.
- If we harness energy sources, we must have a way and place to store energy.
- If we want to succeed, we cannot throw out the old sources (which might be far greener than the current alternatives) before we have new sources that will support our needs at scale and reliably. Remember the Texas storms causing issues for the power grid because wind turbines freeze? Or California's brownouts and blackouts?

### **How Can SIOP Help?**

[SIOP](#) (Sales, Inventory and Operations Planning, also known as S&OP) is a process that aligns demand with supply and all stakeholders on a single vision and path forward on a monthly cadence to incorporate changing conditions, customer needs, and improvements in the end-to-end supply chain. SIOP starts with customer demand and translates that demand into products, materials, engineering and manufacturing requirements, logistics needs, and much more. Similar to calculating high level manufacturing and labor requirements and comparing to available capacity so that you can reallocate and expand capacity, offload and/or insource products, and find alternative suppliers and partners, you can do the same for sustainability requirements. Would it be interesting to "see" your carbon footprint across your end-to-end supply chain?

Start with what you know, build on your information until it is directionally correct, and sustainability becomes simply another potential element of your [SIOP process](#). Incorporating this segment into your process, you will have another data point to incorporate into your strategic decisions and tactical action plans. At a minimum, you are participating in understanding your current state in terms of sustainability and further engage your stakeholders in the SIOP process.

Refer to our [blog](#) for volumes of articles on these topics and read more about these types of strategies in our eBook, [Thriving in 2022: Learning from Supply Chain Chaos](#). If you are interested in talking about how to roll out a meaningful SIOP process to support profitable growth while starting and/or upgrading your sustainability journey, [contact us](#).

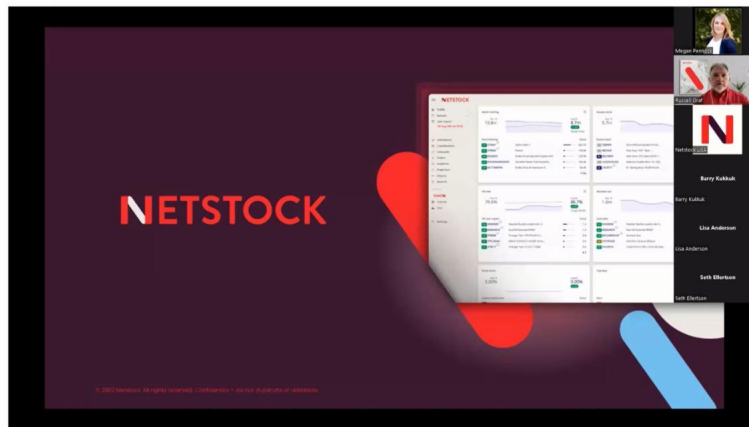
[Did you like this article? Continue reading on this topic:](#)  
[Getting Ahead of Inflationary and Deflationary Pressures Using S&OP](#)

---

## **Recession Proof Your Business**

Webinar with Netstock

# Recession proof your business



## PLANNING

### Logistics Planning Best Practices to Drive Service & Profitable Growth



#### Today's Supply Chain Disrupted World

We live in a supply chain disrupted world, and there is no end in sight. It started with the pandemic as the global supply chain got out of alignment. The 'right' inventory wasn't in the 'right' place at the 'right' time to support basic needs let alone nice-to-have items. For example, there were shortages of hand sanitizer and meat at first which expanded into computer chips and building supplies as the pandemic raged on. Further complicated by port congestion, the ship stuck in the Suez Canal, TX storms, the Russia-Ukraine war, China lockdowns (for their zero COVID policy), and much more.

The most successful companies are focused on logistics planning best practices to get in front of these disruptions and create a more resilient and superior customer experience. As service shines and products are available when and where customers want them, there will be opportunities to increase market share. As baby boomers retire and sell their companies and some struggle to navigate a high interest rate, inflationary environment, there will be more opportunities for smartly-run companies to thrive.

#### Distribution & Warehouse Planning

If you don't already have one, implement a [SIOP process](#) (Sales, Inventory & Operations Planning, also known as S&OP) to make the appropriate strategic decisions on how many distribution centers/ warehouses you should have in your network and where they should be located. Although plans fail in execution, not in formulation, if you don't have a distribution center in the appropriate location to service customer needs at the lowest cost, flawless execution won't help you.

Beyond your supply chain network, a critical component is to fulfill your network with the "right" product in the "right" place at the "right" time while minimizing inventory levels, shortening lead times, and maximizing customer service levels. Accomplish these results by implementing [best practices in replenishment planning](#) (also known as distribution planning).

Based upon your SIOP and replenishment plans, you'll want to set up your warehouse to best support service and efficiency. If very much depends on your unique circumstances as to what will make sense. For example, if 25% of your business is e-commerce and the rest is pallet or case shipping, you'll have a different layout, equipment needs, and resourcing plans than if your warehouse ships bulky products. As a general rule, e-commerce and box or pallet shipping will not be done in the same warehouse. It could be the same physical address; however, every successful client has separate areas, separate locations, or has outsourced one or both operations. Bulk items require different storage, handling, and shipping requirements, driving a different set of

best practices.

### **Warehouse Storage Requirements**

Understanding your warehouse storage requirements as a part of your SIOP process allows you to make informed decisions about the size, quantity, and positioning of your distribution network. Similar to calculating the labor hours required for a particular work center, you'll calculate pallet positions, cubic feet or bin storage requirements. This information will allow you to determine the best type of warehouse infrastructure (racking, forklift trucks, etc.), technology and automation systems, and resourcing required to maximize your storage utilization while meeting your customer requirements at the lowest cost.

### **3PL Evaluation**

In some situations, it makes sense to evaluate outsourcing a portion of your business or your full logistics process to a 3rd party logistics provider (3PL). As with all situations, there are benefits and costs, and they change along the way. For example, in working with a value-add distributor to evaluate whether it made sense to continue with current warehouse operations or move to a 3PL, we found that the client was efficient and located close to customers. The 3PL would have to charge more to add a profit without commensurate value, and since the client had the warehouse space already or could solve the issue with a small overflow facility, it didn't make sense.

Fast-forward several years later, and re-assessing the warehouse space analysis and 3PL evaluation, we came to a different answer. In this case, according to the SIOP process and sales forecasts, the client would be short on warehouse space, and more importantly, their e-commerce volume rose sharply. Although they could handle their current e-commerce volume, it made sense to evaluate outsourcing that volume to free up space, position inventory within a 1-2 day delivery window across the country, and utilize specialized expertise in e-commerce fulfillment inclusive of piece packaging, returns, etc. They would leave pallet shipping alone, at least for the foreseeable future.

### **Transportation Planning**

Transportation planning starts with your network setup. For example, if you procure products from overseas, you will include global freight shipping considerations in your planning processes whereas if your network supports North America, you will focus attention on air or ground transportation. There are a plethora of options to consider in just trucking options ranging from over the road to LTL (less-than-truckload), to dedicated truck lanes, to multiple stop truckloads and much more. Rail is also a popular and less costly mode of transportation depending on your customer requirements and network capabilities.

### **Mode of Transportation**

Typically, a client will set a strategy inclusive of mode of transport upfront. Our most successful clients are reevaluating transportation strategy on a quarterly, semi-annual or annual basis as a part of the [SIOP process](#), and they will make adjustments as required. In today's supply disrupted world with continually changing networks and manufacturing points, the frequency should be increased to stay ahead of changing conditions.

For example, a building products manufacturer reevaluated replenishment to a distribution center and determined that a hybrid strategy of shipping over the road and by rail made sense to best support changing customer requirements with optimal inventory levels instead of shipping all by rail. Clearly, transportation costs would increase, but they would be offset by improved customer service, reduced inventory and storage requirements etc. Similarly, an equipment and tools manufacturer reevaluated international shipping strategies as they transitioned manufacturing from China to Vietnam and later to Mexico. In the first instance, the mode of transportation didn't change, but the ports and routes changed. In the second, the mode of transportation changed. In both cases, once in North America, they used over the road and rail to replenish their network.

### **Optimizing Transportation**

Depending on your mode of shipment and network complexities, how you optimize transportation will vary widely. As an example, in a healthcare products manufacturer, they shipped partial loads relatively consistently to customers outside of the local region. Shipping LTL would be costly, require longer lead times, and proved unreliable. It made more sense to combine multiple customers on a truck and make 2-3 stops along a route. Thus, planning multiple stop truckloads provided the best service at the lowest cost. The transportation management system (TMS) would review customer orders within key routes and combine into multiple stop truckloads. It also would provide carrier options for review. The transportation planner would perform a

similar role to a production planner or material planner to optimize transportation plans.

There are countless ways to optimize transportation. Since there are many variables, it leads to a multitude of options for satisfying customer needs at the lowest cost. You could also take a proactive stance by working with customers on their service policies to find win-win strategies to meet their needs while providing an advantage over your competition and minimizing cost. For example, an absorbent products manufacturer met with customers to provide additional demand data which allowed the company to optimize shipments to the customer yet providing improved service levels and reduced inventory levels with a collaborative replenishment (also known as vendor managed inventory or [VMI](#)) program. Additionally, they worked with key customers to use space in certain geographies to better serve customers and improve profit for both.

Refer to our [blog](#) for many articles on planning, capacity and related concepts. Also, read more about these types of strategies in our eBooks, [Thriving in 2022: Learning from Supply Chain Chaos](#) and [Future-Proofing Manufacturing & Supply Chain Post COVID-19](#). If you are interested in talking about what it would take to optimize your production scheduling scenario, [contact us](#).

[Did you like this article? Continue reading on this topic: Improving Service Levels, Logistics Efficiencies, and Inventory Turns with Replenishment Planning Best Practices](#)

---

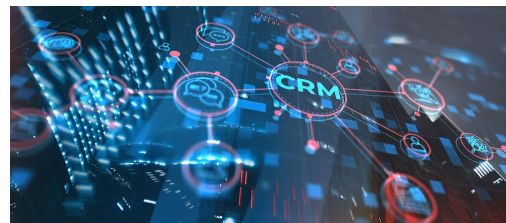
## Thriving in 2022: Learning from Supply Chain Chaos

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



---

## ERP & RELATED TECHNOLOGIES Upgrade CRM Processes & Software to Ensure a Superior Customer Experience



### Customer Relationship Management (CRM)

During times of volatility it is of paramount importance to stay in tune with your customers.

Otherwise, you could set and execute strategies that are a waste of limited time, money, and resources as conditions evolve. We are seeing a great reset occur. Baby boomer owners of closely-held companies are selling. Depending on the buyer, everything changes. For example, if a strategic buyer purchases the company, and they happen to have a manufacturing facility with excess capacity in the same region, it is likely they will consolidate, thereby changing the entire supply chain. On the other hand, if a strategic buyer purchases to gain entry into the marketplace as their current operations are in Europe, they are likely to invest and expand the facility. Or, the buyer could have production sourced from Asia but want a footprint domestically. A private equity buyer will have different objectives altogether. There are countless scenarios that could occur.

Additionally, public companies are reevaluating their supply chain based on lessons learned from the pandemic and emerging goals such as sustainability. As they reconfigure their supply chain, impacts will be widespread on their end-to-end supply chain. Additionally, mid-tier companies are evaluating the risks of producing in China in conjunction with their customers' increasing expectations for rapid deliveries and order changes. Forward-thinking organizations see opportunity to take market share as their competition struggles, and so they are preparing for the future. And this is before you consider the shortage of resources and skills. The bottom line is that customer requirements and supply chains are "on the go". Thus, you must keep up with your customers and ideally get ahead so that you can create your future instead of responding as they occur.

### Customer Relationship Management to the Rescue



Customer relationship management has always been an assumption to achieving a superior customer experience and profitable growth. There is no doubt it will be even far more integral to survival in the future. More importantly, those who can stand out from the crowd will have an opportunity to take market share and thrive.

CRM processes offer several benefits:

- Increase customer lifetime value
- Grows revenue
- Improves profitability
- Supports SLOP with the alignment of business silos
- Improves products, services, and customer support
- Allow you to be ready for what's next

The best practice customer relationship management processes boil down to a few core concepts:

- Staying in touch with customers on a regular cadence with the frequency and mode related to the customer's strategic relevance, profitability, opportunity for growth etc.
- Tracking potential customer opportunities for expansion (new ship points, products, regions, etc.) including the probability of success, likely timing, likely products, likely regions, funding status and/or gate status (also known as pipeline management)
- Uncovering and tracking new potential customers and market opportunities
- Tracking the order fulfillment cycle from lead to quote to order to installation etc.
- Keeping track of your relationship network and what's important for future success
- Tracking key events and changing conditions related to your industry, network, etc.
- Using a coordinated and proactive approach with customer communications including feedback loops.
- Tracking customer agreements (inventory agreements, service level agreements, etc.)

The bottom line is that a CRM process will increase BOTH your value and your customers' value.

### **Do You Need CRM Software?**

Of course, the answer to whether you need a CRM software to be successful in customer relationship management processes is "it depends". Multiple clients utilize CRM tools and consider them essential and directly supportive of customer growth and success. On the other hand, there are several client examples of success using old school tools such as tracking contacts in a black book, picking up the phone and using Outlook or Excel to track additional details (inclusive of all core best practices).

With that said, CRM is different from other software functionality such as sales forecasting where it depends on the complexity of the business, volume of customers etc. All modern ERP systems have at least a minimum level of CRM functionality, and so using CRM will make sense in most situations. The key question will be timing vs resources and benefit for your situation. With that said, not all clients choose to use the base CRM functionality provided in their ERP system. It depends on the system functionality needs that will best support your sales team and customer needs. Of course, not all CRM systems are created alike!

### **How to Select a CRM Software**

You should pay attention to selecting the best software and partner to meet your business needs. As is true with best practices in [ERP selection](#), selecting CRM software starts with your business requirements.

Collect your business requirements to support your CRM process. What functionality is important in developing a customer relationship management plan for your situation. For example, a few questions to consider in getting started include:

- Starting with the basics, will the software track contacts, customers, leads, and prospects?
- Will the software allow you to track contacts at each customer from different departments? For example, in several industries, the key point of contact is one department such as engineering or maintenance whereas the orders go through another department such as purchasing. You will want to keep track of key contacts, not just those related to the order.
- Will the software support tracking inventory agreements and service policies? To what

- degree?
- How sophisticated is the pipeline tracking? There are a large number of questions related to this topic.
- How does the software integrate with email? There are varying levels of integration options that can make or break success.
- How does the software integrate with social media and email communications? Again, each of these could break into a multitude of questions.
- Does the software have artificial intelligence (AI) capabilities?
- What advanced reporting and analysis capabilities are built into the software?

Next, research CRM software options. Although this appears easy to do online, it is far from easy to get to the appropriate level of detail to end up with software options in the appropriate price range with the most critical functionality features. As a globally recognized expert in selecting software, our Google searches only yield appropriate results less than 20% of the time. Frustrating! You don't need a lengthy list. A few decent choices that meet the majority of your requirements will suffice.

Depending on your company size, complexity, investment budget, and other factors, you will perform a simplified or comprehensive RFP (request for proposal) where you compare the software options to your business requirements to narrow the selection options. Typically, you should demo 2 or 3 options to see how the software will be used to meet your business requirements. Track how each software satisfies your business requirements and focus on those critical to your process. It is easy to get lost in bells and whistles the software suppliers want to show you instead of focusing on what will drive value for your business.

In addition to comparing functionality, you'll want to compare pricing and partners. Pricing is another black hole. Getting apples to apples pricing is nowhere near as easy as it appears, and it is always extremely misleading. Dig into pricing until you have a side-by-side comparison of like items, considering short term and long term. Typically it is best to use a total cost of ownership calculation over 5 or 10 years, depending on your circumstances.

Finally, dig into the partner. 80% of success is in implementation, and your partner will be integral to this result. Every supplier will have success stories and talk a good game or they will not be in business very long. In fact, there are more sharks in software sales than in almost any other industry. They sound wonderful, but when rubber meets the road, it is often a different story. Make sure you don't marry the wrong partner while selecting the "right" software.

### **Using CRM Software**

You will be performing customer relationship management processes prior to rolling out software. Thus, you can ramp up over time, starting with the top priorities from a functionality perspective that will drive results and minimize manual labor. For example, if you aren't using a CRM software currently, start by tracking contacts. It will be easy to ramp up from there with potential client contacts. Build a rollout plan that best supports your business. You'll gain a quick payback with CRM software if rolled out in a thoughtful way. For example, do NOT track unnecessary, nice-to-have information that ties up your sales team with keying into CRM software instead of talking with customers. On the other hand, tracking key information will provide exponential value when analyzed and is worth taking 5 minutes to input. Use common sense!

### **Incorporating into SIOP, also known as S&OP**

CRM software will not achieve the intended results if not incorporated into a [SIOP process](#) (Sales, Inventory & Operations Planning). CRM is incorporated into the demand plan which is the "S" of SIOP and required to drive capacity and staffing, sourcing, long-lead time material, and customer and product priority decisions at a minimum. SIOP inclusive of demand planning is not a one-time process; instead it should be conducted on a monthly cadence, looking out at a 12-24 month horizon. Results will follow.

As clients gain traction, they are tempted to skip monthly cycles. Keep the priority focus on SIOP inclusive of your demand plans. If you focus on exceptions and changes, the process will be quick yet critical to keeping resources aligned on priorities and addressing changing conditions. Undoubtedly, with the level of volatility in today's business environment, sticking to the process will yield exponential results. For example, one of our most successful clients is vigilant in prioritizing Executive SIOP meetings (and associated processes). Even in months where key executives believe there are no changes, 80% of the time something arises through the process

that keeps them ahead of the curve in pivoting strategies or ensuring the alignment of demand and supply, and most importantly, the related resources. This client will undoubtedly be better prepared for the next curve ball.

If you want to pursue upgrading your demand planning process, upgrading your use of technology and/or incorporating into a SIOP process, review our [SIOP webpage](#) of resources or [contact us](#) to discuss further.

[Did you like this article? Continue reading on this topic: Managing Increased Complexity with High OTIF & Efficiencies Using Technology](#)

---

### Listen to a Client Example

Thank you to K Means for talking about our work together on supply chain, inventory and other topics to increase sales, reduce costs, safeguard assets, improve margins and efficiency of operations, and most importantly, "teaching your team to fish".



---

### 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 investment banker or environmental attorney in the Southern California area interested in growing his/her business and meeting top-notch trusted advisor colleagues in the Inland Southern CA area? 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](#).
- If you are looking for a highly-skilled Supply Chain Manager with planning, purchasing, and inventory experience, please [contact me](#) for a referral.

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](#)

