

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



Enabling Scalable, Profitable Growth No 190, March 2023

*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

Happy St. Patrick's Day!

I'm thrilled to announce that our book, SIOp (Sales Inventory Operations Planning): Creating Revenue and EBITDA Growth, has been published on [Amazon](#) (paperback, Kindle) and [iTunes](#). For our newsletter subscribers, we are also offering a [free download](#). We just ask that you add a review on [Amazon](#) if you gain value from it.



I went to AZ to visit my family on the way to see clients. My Mom is quite happy with her new cat, Blossom (rescued over Christmas); however, it turns out that although she is only 5 years old, she has cancer and isn't expected to live long. On the other hand, my Mom's TLC has already beat the vet's expectations by a week although she is eating less, so fingers crossed. She is adorable. I also went to San Diego's Hotel del Coronado during a rain storm. It had to be some of the most stressful driving EVER, but we made it there safely, and it was good to get away. My car has been in the shop for a month getting a new engine. Although not thrilled to pay for it, I'm looking forward to getting it back, and it will be like having a new car at a fraction of the cost! It is ridiculous how much new cars are today!

From a business standpoint, we are excited to be working on a few planning, scheduling, [SIOp/S&OP](#) and other projects related to better utilizing ERP and related technologies to improve performance. I've also been traveling to Kansas City and Sabetha, Kansas. The excitement of the month is that the Kansas City airport's new terminal opened the day we flew in. Instead of the only option of eating in a bar with tiny tables in a "closet" of sorts, we ate at a nice Brewery (of about 20 choices).

## IN THE NEWS

I was thrilled to be interviewed by [Bloomberg](#) on supply chain confusion & non-stop disruptions.

And for the rest:

- Quoted in the *Global Report* in the Supply Chain section in the article "[The Haves and Have-Not...And Not Everyone Will Survive](#)"
- Featured in *Old Dominion Freight Line* [Cargo Shorts](#) podcast, "[Just-in-Time When Supply Chains are Backlogged](#)".
- Quoted in the *Sports Business Journal* in an article on reshoring, "[Economic headwinds: Supply chain, inflation create liquidity issues for Daktronics; strong order sheet forecasts](#)"

smoother sailing"

- Published articles in *Adhesives & Sealants (ASI)* on packaging, "[How Packaging Can Contribute To The Triple Bottom Line](#)" and on the supply chain, "[Proactive Strategies to Get Ahead of the Non-Stop Supply Chain Disruptions](#)"
- Published an article, "[Supply Chain Disruption Has Become an Excuse](#)" in *Brushware*.
- Spoke on a webinar sponsored by *Aerospace Manufacturing and Design* and *Today's Medical Developments*, "[An Update on Supply Chain Challenges, Opportunities](#)".
- Featured on the *Truckers Network Radio Show* on "[Why Our Nation's Supply Chain Will Never Be Normal](#)"
- Published in SAC press releases about [Millenials and Gen Z talent](#) and on [hiring talent during uncertain times](#).
- Published in press releases about [supply chains are not islands, supply chains will never be normal](#), and on our [new release book on SIOP](#).
- Our press releases were picked up by [Supply Chain Quarterly](#), [Today's Medical Developments](#), [Quality Digest](#), and [Southern California CEO](#).

Enjoy,  
Lisa

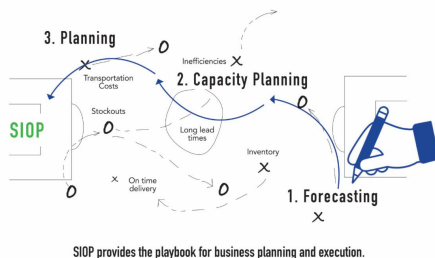
P.S. Know anyone who is interested in getting ahead of the surge with strategies to thrive in 2023 and 2024? Refer them to [us](#).

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



### STRATEGY

#### SIOP/ S&OP Playbook: Creating Predictability & EBITDA Growth



SIOP provides the playbook for business planning and execution.

#### Supply Chains: There is No "Return to Normal"

There is no "return to normal". Non-stop disruptions are the norm. Proactive clients are still struggling to hire the "right" talent in the "right" place at the "right" time. Material lead times are extended and shortages remain yet, in other situations, there is surplus supply. Unfortunately, the bullwhip effect ensured that companies went from scarcity to excess and

experienced a whip saw effect.

There are countless examples. At the airport on the flight home from a client, the restaurant was out of several items. While at the client, we held several meetings about offload suppliers that

were short on capacity for a variety of reasons related to labor, materials, changing requirements, and capabilities. In talking with another client on a Teams call, there were shortages of minor yet required items to keep customers orders flowing. In the interim, one of the parts for my car will take an extra week, delaying the entire job. And these were just in one week.

### **Inflation Is Real**

In listening to the news, there is a lot of talk about how inflation is cooling. I guess it is all relative. My recent flights were less expensive than they were a year ago, but still higher than pre-pandemic. My car's engine and surrounding parts are FAR higher than they were pre-pandemic. House maintenance and upgrades are steep. Building materials are cooling vs skyrocketing prices during the pandemic, yet they are MUCH higher than they were pre-pandemic. A few 10-20% price increases take a bite out of affordability! Even if the current prices are stagnant or 1-3% up, prices are a minimum of 30-50% higher than pre-pandemic.

When it comes to food items, 30-50% would be welcome. Eggs increased 70% in the last year. The media doesn't even horrify us with the statistics in comparison to pre-pandemic. Milk is up over 40% since pre-pandemic. These prices will have a direct impact on hospitality, restaurants, etc.

Manufacturing clients are experiencing these same cost increases for materials, components, and outsourced products. It depends on the type of manufacturer; however, 100% of clients are experiencing these issues. The only question is whether the price increases have leveled off or continue at aggressive rate increases. For example, multiple clients had substantial material price increases that couldn't be completely offset in customer price increases, thereby reducing margins. In one case, margins went down by 5-8%. That is not pocket change!

### **How Can SIOPI / S&OP Help?**

[SIOPI \(Sales Inventory Operations Planning\)](#), also known as S&OP, is a process that starts by enabling clarity and predictability with the sales forecast (demand plan) and then determines the best way to fulfill that sales plan from an operations, supply chain, warehousing/ distribution, and transportation perspective. So what does that really mean?

### **How Does This Relate to Resolving Shortages & Delays?**

In our first example, SIOPI has proven effective in helping clients over the shortage and extended lead time scenario. Of course, SIOPI is not a magical solution that solves "world peace"; however, as you improve the predictability of your revenue plan (sales forecast), the supply plan can be stabilized. For example, when we started working with a life sciences manufacturer, spikes in sales drove variability and volatility in manufacturing. This was especially challenging with the aggressive growth expected. Not only did they have issues in determining the appropriate number of people and skills required for specific timeframes, but they also had continual issues with long lead-time materials and equipment needs.

Once we built a collaborative forecast based on historical sales and growth rates, incorporated feedback from the Sales team, Product Managers, R&D, and customers (inventory agreements, etc.), we stabilized the demand plan. It was not perfect on an item by item or customer by customer basis; however, when looking at meaningful groups (such as a product line that required the same machinery, skills or materials), it was directionally correct, thereby stabilizing the supply plans.

From the opposite point-of-view, we had to get a better view of capacity in the base unit of measure so that we would know how many people are required for which work center. After converting the custom units of measure to a base unit of measure, we were able to visualize the required capacity. Similarly, we dug into available capacity. One would think that would be easy, but it is rarely easy. There are always many exceptions and nuances when it comes to skills, cross-training/ shared resource complications, etc.

As we gained clarity of capacity by work center and related to specific groups of products, we could see our gaps to the supply plan and address accordingly (hire, transfer, reallocate etc.). Now the supply plan was stabilized, which enabled stability in the demand plan. Similar to a teeter totter, it is never one-sided. Demand creates challenges for supply and vice-versa. SIOP helps to align the two sides on the same plan.

Once the two are aligned, shortages and delays are minimized. It will also help with supplier related shortages and delays because you can give your suppliers better notice and clarity about what is needed to support your sales plan. If they have issues, you can proactively address and build into your demand and supply plans. For example, you might be able to use a like-material or contact a backup supplier. On the other hand, you could also adjust your supply plans to account for issues or proactively prioritize customer orders, price changes, and take other actions to address until supply is rectified. The bottom line is that SIOP can create predictability in your revenue plan (and the fulfillment of that revenue plan).

### **How Does This Relate to Dealing with Inflation?**

In our second example, SIOP can also help clients proactively address inflationary pressures. By better aligning demand and supply, you can provide forecasts to material and component suppliers. Many clients use those forecasts and better view into changing demand patterns to set up supplier agreements which can help offset inflationary price pressures. For example, an aerospace and defense manufacturer improved margins by 5% largely through material price reductions with supplier agreements after stabilizing demand.

A key part of SIOP is also to analyze customer and product profitability. This information will provide key insights into how to manage inflationary pressures. Every client has passed on price increases to customers. Some were quickly on top of changing conditions and were able to pass on price increases immediately. Others responded quickly although the price increases didn't take effect immediately due to lead times.

Additional clients absorbed a portion of the price increases but not the full price increase depending on market conditions, margin impacts or other factors. In addition to price increases, clients re-evaluated low profitability products, deprioritized unprofitable customers (extended lead times or increased prices), added service level tiers, prioritized customers and/or suppliers to partner with to redesign, repackage, and streamline, and utilized other strategies to proactively address inflationary pressures. SIOP will support margins, profitability, and EBITDA growth.

### **Path Forward**

SIOP can be an important process in aligning people (within your organization and with your supply chain partners) and processes (demand and supply) to address several issues such as supply chain disruptions and inflationary pressures. It also supports capital spending requirements, cash flow management, and several supporting items. The bottom line is to take control of your manufacturing and supply chain to support growth and profitability.

Refer to our [SIOP webpage](#) for more information, our [blog](#) (SIOP category) for hundreds of articles, and learn more about SIOP and what's important for a successful implementation in our new release eBook, [SIOP \(Sales Inventory Operations Planning\): Creating Predictable Revenue and EBITDA Growth](#). If you are interested in talking about how to reshape your supply chain, get in front of it with a SIOP process, and successfully navigate these waters, [contact us](#).

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



## PLANNING

### Inventory Management: Go Back to the Basics for Success During Today's Volatility



#### Volatility is the New Norm

If there is one thing that is certain in today's world, it is that volatility and change are the new normal.

**VUCA** (volatility, uncertainty, complexity, ambiguity) is top of mind for every client. For example, clients ask the following questions:

- What will happen next?
- Are we prepared?
- Which are the likeliest risks with the most severe consequences?
- Should we take the appropriate steps to mitigate if we don't know what the future holds and if our business can withstand the investment?

Unfortunately, there is no playbook. Only the proactive, brave, and resilient will thrive,

#### How Does Inventory Relate to Volatility?

As it relates to inventory, the entire point of carrying inventory is to cover lead time, mitigate risk, and address volatility. For example, if you purchase from China, you have to cover the manufacturing and transportation lead time (typically 12 weeks minimum). You would want to mitigate risk. Unfortunately, with China, there are many potential risks (Chinese spy balloons, Taiwan-China tensions, Zero-COVID policy shutdowns, lack of natural resource supply (energy, water), shutdowns, transportation challenges in the South China sea, potential weather, strike and other conflicts in its journey to its destination, etc.). And last but not least, inventory covers volatility. If Sales sells different products than predicted, if suppliers extend lead times, or if disruptions occur, inventory allows your customers to be served while you address the volatility.

Thus, executives are perplexed as to what to do about inventory. In fact, they are in a quandary.

- **Volatility is high:** Since VUCA is at an all-time high, both demand and supply are volatile, and therefore out of alignment. Inventory covers that gap, and so more inventory is required to successfully serve customers. Beyond required inventory to cover volatility, clients have also moved from **just-in-time (JIT)** to just-in-case. Inventory is piling up! Of

course, unfortunately, it is typically the wrong items in the wrong place at the wrong time if demand isn't aligned with supply via a process like [SIOP](#) (Sales Inventory Operations Planning), also known as S&OP.

- **Cost is up:** The cost of inventory is going up with inflationary pressures. Every client has experienced raw material, component, and ingredient price increases. Additionally, every unit of inventory has to be stored and transported. Logistics costs have increased significantly as well. Even though the cost of the increases are slowing down, if you compare costs to pre-pandemic, they are up substantially. Thus, every unit of inventory costs more.
- **Carrying cost:** Having "too much" inventory ties up cash unnecessarily. You purchase materials, pay for production, and have storage and material handling costs all prior to getting paid. In addition, if you have to finance inventory, the cost has been skyrocketing with the increase in interest rates. Even if you don't finance inventory, you are tying up cash that you cannot invest elsewhere. This carrying cost is also adding up to simply cover built in lead time. For example, 12 weeks of inventory is not only tied up unnecessarily but the cost to carry that inventory has gone up substantially with increased interest rates, increased warehouse space cost, etc.
- **Inventory accuracy woes:** Although a bedrock fundamental, the more inventory you have, the more likely you'll be to have inventory issues. For example, as warehouses overflow into the aisles, inventory gets lost. As more locations are added, complexity increases (a key element of VUCA) and inventory inaccuracies increase. For example, a client expanded rapidly to meet increasing customer orders. To meet this increased growth, they expanded operations. Resources are limited, thereby creating complications in keeping up with transactions. Also, they moved the stockroom to a different location to accommodate for the expansion, thereby creating further volatility. Additionally, they needed additional materials and components to support production, requiring additional space. They also purchased long-term supply of critical components coming from the Russia-Ukraine region to secure supply, therefore needing additional storage locations. And, to increase production, they had to produce work-in-process when capacity was available, thereby increasing WIP inventory while waiting for parts and capacity to be available to complete the job. Since they are located in a rural area, they had to expand quickly with multiple available buildings/ locations. What I love is the descriptive names for these locations - the barn, the swamp, the subway, and more. Nevertheless, quick expansion with multiple physical locations can be quite the inventory accuracy challenge.

Executives are deciding among conflicting factors - customer service, customer growth, margins, and cash flow. It is not for the faint of heart. The trick is to turn this "or" equation into "and" so that you can achieve a win-win-win.

### Go Back to Fundamentals

The great news about inventory is that the fundamentals "work". As challenging as it is to navigate volatility, the key is to focus on the fundamentals. Best practice processes paired with process disciplines will carry the day. However, that will not be enough. To thrive in today's business environment, processes will have to be accompanied with the appropriate technologies. For example, barcoding is greatly more efficient than writing on papers and data entry. However, garbage in, garbage out. Focus on process disciplines before you jump to automate a "mess". And, none of this will matter if you do not have the resources to support these practices.

### Best Practice Processes

There are several inventory processes required to have the "right" inventory in the "right" place at the "right" time without having "too much" creating financial woes or "not enough" to support customers. Several of relevant fundamental processes include:

- **Transaction disciplines:** Every inventory movement (receiving, interfacility movements, work order issues, work order completion, operational steps, shipments, interbranch transfers, intercompany transfers, outsourcing operation steps, etc.) requires a best practice process accompanied with the appropriate use of ERP system functionality performed in the correct sequence and in a timely fashion. Most clients overlook the critical importance of these fundamentals. Although theoretically 'easy', it requires an orchestrated effort with trained resources who understand the impacts of their work.
- **Cycle counting:** Cycle counting is more than simply counting and adjusting. The key is to focus on root cause analysis and remain vigilant on process disciplines, cutoff times, and prioritizing what's most important (ABC counting). The bottom line is that cycle counting will maintain your inventory accuracy so that when you go to produce, distribute, or ship,

the inventory is where you expect it to be in the quantity expected. .

- **Costing:** Cost accountants are often underappreciated. Good ones can be your most valuable asset! When I was VP of Operations, understanding the true cost of inventory was a critical basic. Otherwise, how do you make "good" decisions? It was surprising how challenging it was to get a directionally correct cost for materials (including freight), labor, warehousing, freight, carrying cost, etc. It is important to properly utilize your ERP system to get a reasonable view of costs. Adding variances into the mix can confuse almost everyone in your organization. Stick with common sense. Strangely, cost reduction programs also cause havoc as 80% of clients double count at least some of the cost reduction programs accidentally. Bring on experts that can dig in and help you know where to focus. (Thank you to my mentor on this topic, Marty Ostrow!)
- **Planning processes (demand, production, replenishment, materials, VMI, etc.):** The best way to ensure the appropriate inventory is in the "right" place at the "right time" in the "right" quantities to support customer requirements while not having "too much" is to roll out best practice planning processes. These processes go hand-in-hand with ERP functionality including [CRM](#), [demand planning](#), MRP, advanced planning and scheduling, DRP, and more.
- **S<sup>I</sup>OP (Sales Inventory Operations Planning), also known as S&OP.** Aligning demand and supply is cornerstone to managing inventory. Refer to our [eBook, S<sup>I</sup>OP Creating Predictable Revenue and EBITDA Growth](#) to learn about how S<sup>I</sup>OP can help your organization and the secrets to implementing a process and cadence to ensure customer success and bottom line results.
- **Inventory metrics:** Make sure to track the key metrics relevant to your business. A few of the key ones include: inventory turns, days on hand (DOH), inventory variances, and inventory accuracy.

### Final Thought

Inventory management is bedrock for any manufacturer, distributor, or retailer. Although solid inventory management is always vital in supporting growth, profitability and cash flow, it takes on even more importance during times of volatility, uncertainty, complexity and ambiguity. Both inventory accuracy and inventory levels will either propel success or become a bottleneck to success. Remember to dedicate key resources to this foundational building block.

Refer to our [blog](#) for many articles on [inventory management](#) and related concepts. Also, read more about these types of strategies in our [eBooks](#) including [S<sup>I</sup>OP \(Sales Inventory Operations Planning\): Creating Predictable Revenue and EBITDA Growth](#). If you are interested in talking about implementing out best practices for inventory management to drive stability, customer service, growth and profitability, [contact us](#).

[Did you like this article? Continue reading on this topic:  
Are You Managing Inventory or Is Inventory Managing You?](#)

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### Clients Experience in Working Together

Our client Armacell talks about their experience in working together from the CEO, General Manager of Operations, Integrated Business Planning (Supply Chain), and Sales point-of-view



## ERP & RELATED TECHNOLOGIES

### Modernize Your ERP System: A Guide for Selection and Implementation Success

#### Why Modernize Your ERP System?

There might not be a need. Since it is one of the largest expenses your company will undertake, and, more importantly, it will impact customer performance and profitability (positively or negatively), there is no reason to jump into the deep end of the pool before understanding the value to your growth and success. Upgrading your ERP system is not for the faint of heart as it will consume resources (financial and people), and 80% of ERP upgrades fail to achieve the intended results. Thus, you must ensure you will be part of the 20%!



With that said, if you do not have a modern ERP system, you will constantly struggle to meet customer expectations, grow profitability, and achieve cash flow goals. Our clients with old systems try to incorporate add-on software, but it becomes a house of cards. Orders slip through the cracks. Duplicate transactions confuse and annoy employees. Archaic screens discourage teams. Key business nuances cannot be incorporated into the system. And down-the-line impacts are lost.

Additionally, archaic systems typically cannot support modern customer expectations (e-commerce, CRM, business intelligence, AI, etc.), and so clients create work arounds to try to meet the needs. Soon, there are elaborate subsystems required to support the business, and the solutions are not scalable.

Although in every client situation we found opportunities to better utilize the system, the effort required to limp along with an old ERP system and avoid the upgrade will not be worth the value over the medium to long-term. Instead, focus attention on [when to upgrade](#) and plan your upgrade to ensure success.

#### Why ERP Upgrades Fail

Most ERP upgrade projects fail. The most frequent reason cited is lack of training; however, we find that is RARELY the cause. The root cause is that the people do not know how to use the system to perform the business processes required to achieve the day-to-day business objectives. For example, the ERP team might have provided training on how the system plans production; however, the planner does not know how to use the system to get production schedules for what he/she knows is required to meet the #1 customer's needs and/or how to get the schedule to



show the correct number of pieces per day (instead of showing an unrealistic output that would require double the resources he/she knows is available).

Unfortunately, the ERP team typically says, "Use the best practice process. You are being resistant to change." And the planner says, "The ERP system is not working, but provides no details as to what is wrong.". Neither side is happy with the other, and the planner puts together a work around, and the ERP team requests a change consultant. It is no wonder 80% of implementations fail.

### **What can you do to turn failure on its head?**

The good news is that it is not difficult to know what to do to succeed with ERP upgrades. The bad news is that companies don't want to accept what needs to be done to succeed. The critical priorities are as follows:

- **ERP Software Selection:** Focus upfront to make sure you select the best-fit system for your business requirements. For example, if your business requirements dictate a job shop software, your options will be limited. If you need a configurator or service module, your options will be further limited for the best software to support your needs. Focus on business requirements, and especially those requirements that differentiate the company in the marketplace or those that are unique to your industry. Our clients have found that the best way to be software agnostic and not get sucked into a slick sales presentation is to bring on neutral experts to focus on requirements, fit, and facts, and they arm the team with [pitfalls](#) to avoid.
- **ERP Selection example:** For example, a manufacturing client was hesitant to spend the money on consultants to perform an ERP selection. Their CPA convinced them to give it a go. After working with them for several months, we agreed on the best fit software and partner; however, the client decided to postpone the ERP upgrade for a few years. The CPA provided feedback that even though they didn't follow the recommendations, the client felt like the process itself was well worth the investment because they understood what was needed to be successful and could prepare to ensure success. Fast-forward a few years, and they did just that. We went through a new selection process as requirements change, ERP software capabilities change, ERP positioning changes, and suppliers areas of focus and expertise change. We selected a new best fit software and partner, and they were prepared for the ERP journey.
- **ERP Supplier selection:** Just as important as the system is the selection of your implementation partner. Plans rarely fail in formulation. They fail in execution. This means that the partner you choose has to fill in gaps of your weaknesses, supplement your strengths, and align with your path forward (agile vs process-oriented, focused on quick wins or looking at the long term, knows how to work with small and medium size company resources or is focused on larger company issues, focused on saving money or return on investment). In the ERP software selection example, the supplier of choice from the first selection process evolved with changing market conditions and no longer focused on medium size clients in their sweet spot. Thus, a different partner made more sense.
- **ERP Team:** As difficult as it is, you need to put your best and brightest on your ERP team. This team will be designing processes, working through roadblocks, driving change, providing training, listening to feedback, and will drive your success or failure. You will have to invest in people, ensure career paths for top talent, and provide tools, support and supplemental resources to ensure success.
- **Project Management:** The fundamentals of project management and change management are bedrock to ERP success. These are not rocket science yet essential to success.
- **Business/ Systems Analysis:** Beyond being proficient in [project management](#), you will need business process and system analysis capabilities. You need to visualize down-the-line impacts, pivot as appropriate, know when to keep looking for ways to resolve issues and when to stop at success (and not pursue perfection). Incorporating cross-functional business process expertise is critical as the connections between processes and modules will make or break success. Unfortunately, ERP partners typically have experts in each module. This leaves a gap in cross-module processes. Supplement with these experts if you want to succeed.
- **Pilot:** Design a pilot to test the end-to-end life cycle of your processes. The most successful clients utilize an agile approach to pilot a segment of the business or a sub-process, incorporate changes and expand your pilot. This iterative approach will rapidly incorporate business feedback instead of waiting until the end to see if everything works as desired. By then, no one wants to be the one to postpone the go-live, and so critical updates will not be uncovered.

- **Testing & Cutover:** Each ERP supplier will have proven implementation processes. Unfortunately, methodologies are only as good as the people executing them. Don't skimp where it counts. Resolve key issues before they impact customers and daily profitability. You'll need strong organization and orchestration to coordinate successfully.
- **Ongoing Support:** Planning a week of go-live support will not cut it. If the supplier has one foot out the door because they have committed to another project so that they can fund operations, they will not be focused on what your team needs to succeed.

### A Final Thought

Do not leave your ERP upgrade to your IT team, your CFO, or an ERP leader. It is a transformative process to build scalability and sustainability into your business processes. You will need a visionary. You will need leaders to drive change. Not change for the sake of change or to implement best practices. Instead, you will need to drive change and improvement to your business processes. Last but not least, execution, collaboration and partnership will be key to success.

If you are interested in discussing whether you need an ERP upgrade or you are interested in discussing an unbiased ERP selection, review our [ERP resources](#) and/or [contact us](#) to discuss your situation.

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

[Managing Increased Complexity with High OTIF & Efficiencies Using Technology](#)

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### Listen to a Client Example

Thrilled to share our client's success story related to service, use of data, and inventory management. He talks about how LMA works with client teams to achieve these bottom line results, and more importantly, how we will jump into details and educate the team so that the improvements are sustainable.



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### 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.

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