



The ACA Group is an alliance of operations and supply chain experts.

Operational Performance Improvement Newsletter

Strategies for Improving Business Performance

April, 2016

 Send to a Colleague

Welcome

In working with clients from several industries ranging from aerospace to building products and oil and gas, we pay attention to what is "in common". Many executives are thinking about which ERP system will best support their growth, which technology to implement to support greater profitability and customer loyalty, how to collect and analyze data and how to optimize processes and systems to improve performance.

Thus, our feature articles this month relate to these hot topics!

We would love your feedback on what you see as most challenging or noteworthy for your business. We are continually speaking to industry groups, networking, writing articles and interviewing leaders, and we would like to incorporate your needs.

Please [contact us](#) with your suggestions.

This weekend, we held an executive panel and networking symposium on emerging supply chain trends with the head of the Drucker School's Supply Chain management program, the VP of Customer Service & Transportation for Niagara, the CEO of Paulson Manufacturing and the ISM Committee Chair for the Long Beach Ports Working Groups for Supply Chain Optimization. Are you interested in the highlights from this session? We'll be happy to pass on an executive summary to our readers - [contact us](#).

Should You Upgrade Your ERP System?

By Lisa Anderson, MBA, CSCP

The ACA Group
Partner Spotlight



Since I've been working on several ERP selection and design projects lately, it has reminded me of how challenging these projects can be. It is no wonder 80% of them fail! There

are countless details, complex designs, cross-functional and cross-organizational collaboration required and varying skills and leadership styles required to survive, let alone thrive.

Thus, it made me think about ERP system goals. When should you upgrade/implement an ERP system?

- **Support growth:** No matter how lovely QuickBooks reports look and how easy it is to use, it will not support profitable and rapid growth in manufacturing over the long haul. QuickBooks is not alone; there are many examples of other ERP systems with limiting factors that will no longer support growth. If you aren't growing, you are declining. Thus, you must think about the infrastructure required to support growth before the decision is made for you.
- **High levels of customization:** Unfortunately, the more you customize with older systems, the harder it will become to upgrade yet the more important it will become to upgrade. The sooner you tear off the bandage, the better. Otherwise you could wind up super glued to an anchor weight on a sinking ship. Who wants that?
- **M&A:** If your company is running multiple systems due to mergers and acquisitions (or for other reasons), it is time to consider an upgrade. In order to grow and to prosper, you'll need to be able to see across your facilities, companies and the like.



LISA ANDERSON, MBA, CSCP
LMA Consulting Group

Leading expert in selecting & implementing strategic priorities

Lisa Anderson is known for her unique ability to zero in on the critical strategic priorities and bridge the gap between strategy and execution to achieve dramatically improved service levels, accelerated cash flow and increased profits. [more](#)

Service Focus:

Organizational Development

Transform Your Organization with Training



4 Critical Success Factors Key to ERP Success

By Lisa Anderson, MBA, CSCP

I've always focused part of my business on ERP selection projects as these leverage the unique combination of my strengths - understanding the cross-functional and cross-organizational view in combination with the strategic priorities to identify the critical success factors. We then align these factors with the optimal business process design and system functionality to ensure success.



I'm in the final stages of developing a new proprietary process for ERP selection, called ACE (assess and align critical success factors to achieve your desired endgame). The key to success lies with critical success factors. Think about the following when thinking about critical success factors:

1. **Profit drivers** - What drives the company's profit? What is key to success? For example, when I was VP of Operations, I was responsible for cost. Although labor cost was utmost on the Board of Directors' minds, it wasn't the most important cost driver. Raw material costs were a much more significant percentage of product cost. Thus, focusing resources on material cost was the smartest way to drive profit.

[Read the rest of the article](#)

In addition to consulting on organizational development topics, we also provide training and development. It is a core element of the ACA toolkit and includes:

- ERP/MRP
- Lean Operations
- Inventory Management and Distribution
- Project Management
- Team Building
- Customer Service
- APICS Certification Review, CPIM, CSCP
- Sales & Operations Planning, (SIOP)

All of classes will be conducted in-house at the clients' facilities. We can also develop or customize classes tailored to your specific needs, or industry.

Our associates/instructors are all highly experienced, and are professionally certified by APICS, ISM, PMI, and other professional societies.

We partner with our clients to achieve results and align training with business objectives!

Learn More [here](#).

The ACA Group:

Additional Resources

Access [The ACA Group](#) library of



UPCOMING EVENTS

APICS San Fernando Valley's Webinar on LEAN

May 9, 2016

Lisa Anderson is Speaking at ASQ

May 11, 2016

Los Angeles, CA

APICS San Fernando Valley's Lean Enterprise Workshop

June 1, 2016

Santa Clarita, CA

APICS 2016

September 25-27, 2016

Washington, D. C.



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The ACA Group

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STAY IN TOUCH



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