



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

## Operational Performance Improvement Newsletter

*Strategies for Improving Business Performance*

August 2016

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## Welcome

As we head into the fall season, we should be thinking about year-end.

Although obvious, it is worth thinking about because there is nothing we can do to affect our performance AFTER the year has closed yet there are many things we can do in advance of year-end. Have you considered how to reduce your lead times to grow your business? Our clients are seeing customers demand greatly reduced lead times to "stay in the game". Can you get ahead of this curve?

This month, our feature articles talk about optimizing ERP at a global company and how project management success is "all about the people". Both of these topics arise frequently with our clients. Whether you are a global, complex organization or a small to medium size business, your ERP system can make or break success. Taking a few minutes to think about this topic and learn from what big companies have found to be successful can be valuable exercise.

And, little happens at organizations without projects. It is always valuable to think about how to do a better job in delivering project results.

Please [contact us](#) if you'd like to talk over your challenge or opportunity. We typically can leverage what we've found is most successful to help think through your situation to develop a plan or to speed up results.

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**Optimizing ERP at a Global Company - Challenges for Project Managers**

By [Doug Howardell, CPIM, PMP](#) and Robert Ratcliffe

**The ACA Group  
Partner Spotlight**

We were recently hired by a large global company to manage a set of projects to improve utilization of their ERP system. The effort included 15 different sites in three countries with executive management half a world away. Managing a project on a global scale has many inherent challenges that go beyond the basic task the project is designed to address. To be successful, project managers must be aware of these challenges and know how to address them.



Here, based on our experience on this project and other work around the world, are some of the challenges project managers face on this kind of global project. Anticipating these challenges ahead of time can help ensure your project's success. These challenges fall into two broad categories: the challenges that come with a global ERP system and the challenges that come with a global workforce.

[Read the rest of the article](#)

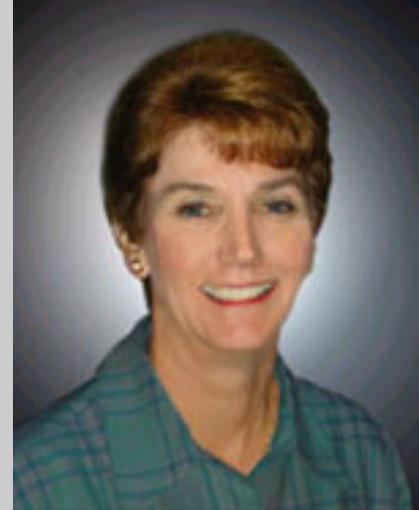
## Project Success Is All About People

By Lisa Anderson, MBA, CSCP



In reviewing project successes and failures, it turns out that project success has little to do with the technical aspect of projects. Instead, it is all about the people.

Within the last year, we've been called by clients struggling with issues ranging from poor delivery performance to sagging margins, while other clients want to ensure they are prepared for strong revenue growth. Every one of these clients required some sort of project to deliver the intended results - growth, profits, margins, cash flow, and efficiencies. Company sizes ranged from \$7 million to \$50 million to \$250



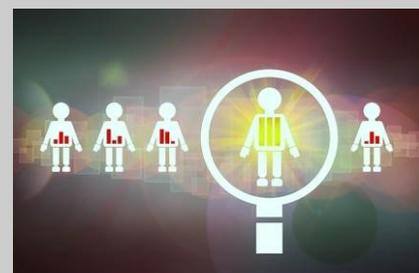
**Ellen Kane, CPIM**

**Focused on solving manufacturing and distribution problems in a practical, understandable way through well-defined systems and ERP.**

Ellen Kane has over 20 years of experience in designing and implementing manufacturing and distribution systems (both computer and manual) to solve "real world" problems. She has held data processing and line management positions in several manufacturing companies.

[more](#)

## Service Focus: Organizational Development



**Invest in Your People with  
Training & Development**

million dollar facilities of multi-billion dollar companies. Industries ranged from building products to aerospace to food. Project scopes ranged from SIOp (sales, inventory, and operations planning) to a dramatic improvement in customer service levels to ERP selection to support the company strategy. Yet despite these differences, every project boiled down to people.

It is commonplace to think that project success has everything to do with whether the technical elements "add up" or whether best practice processes are utilized. Although these can be important, they are not the key driver to project success. Instead, it boils down to people.

[Read the rest of the article](#)

## The ACA Group: Additional Resources

Access [The ACA Group](#) library of materials on [Enterprise Resource Planning](#), [Organizational Development](#), [Lean Enterprise](#) and [Supply Chain Management](#).

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](#).



## UPCOMING EVENTS

**Lean Enterprise Workshop**  
September 19, 2016  
Santa Clarita, CA

**APICS 2016**  
September 25-27, 2016  
Washington, D. C.

**APICS-IE Fall Executive Panel & Networking Symposium**

Navigating the Global Supply Chain  
October 29, 2016  
Corona, Calif.



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