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Theme: Speak with Data – *Just the Facts Ma'am.*

Speak with Facts and Data by [Doug Howardell](#), CPIM, PMP, member of the [ACA Group](#)

Facts and data are the universal language of business, or should be anyway. Whether you're talking to customers, senior management or your peers, everyone understands the language of facts and data. To speak this universal language you have to have the facts. If you don't have the facts, get them. Once gathered, facts and data must be transformed into information to be effective. A well thought out set of measures becomes a language that everyone from the boardroom to the shop floor, from customers to suppliers, from stockholders to the general public, can understand. Read the full article to learn more. To read the full article click [here](#).

Metrics for Customer Loyalty by [Lisa Anderson](#), CSCP, member of the [ACA Group](#)

Polling my clients and contacts, I've found there's no exception to the rule that customer loyalty is no longer a nice-to-have; instead, it must be an assumption in today's "new normal" business environment. Thus, tracking progress with customer service metrics is vital. I've found there are a few key questions to consider: 1) How easy is it to do business with your company? 2) Do you add value? 3) Have you forgotten your traditional customer service metrics? Click [here](#) to learn more about how to track customer service with metrics.

Observe, with a Stopwatch by [Andy Pattantyus](#), member of the [ACA Group](#)

In a Lean environment, improvement projects and productivity standards are based on facts. The only way to get the facts is to observe, with discipline and with a stopwatch in hand. Specific timing information, such as cycle time (C/T) and changeover time (C/O) is necessary to complete the current state value stream map (CS VSM). Even managers should do the Gemba (go see, at the actual place) to inform strategy and prioritize improvement projects. In this article, we make a case for time centric observation, covering the why, when, what, how, who and uses of observation. Click [here](#) to read more.

Selling Your Ideas to Management – "Speak with Data" by [Jim Strong](#), CPIM, C.P.M., CSCP, member of the [ACA Group](#)

Have you ever had a problem trying to sell new ideas and concepts to management? Have you gotten answers like: "That is not how we do things, here", or, "We've tried that before, or "That won't work here, we are different"? Maybe you need to try a different approach. To sell new ideas to managers you first need to learn how to speak the language of management. Next time try Jim Strong's simple three step approach to selling your ideas; as illustrated by Jim's story. You might be pleasantly surprised at the results. Click [here](#) to learn more.

Hoshin Kanri by [Carlos Conejo](#), Certified Six Sigma Black Belt, member of the [ACA Group](#)

Today's environment is harsh at best and brutal in some aspects. It's no longer about "dog-eat-dog," it's about "two dogs, one bone." Therefore, in order to be successful in this economy companies must forge a centralized strategy for implementing long-term and medium-term plans related to policy deployment and effective controls and everyone in the company must be on the "same page." A well executed Hoshin Kanri plan is the song-book to effectively integrate and orchestrate your company's goals and objectives. Click [here](#) to read more.

What Are Your Key Metrics For Making Decisions?

This issue of our newsletter has dealt with many different ways companies use measurements for making decisions.

We want to find out from our readers what are your most important metrics, how you use metrics, and what trends you are seeing, either positive or negative, in the key metrics you use? Send us a short paragraph explaining your key metrics.

We'll keep ALL responses confidential. To contact us, please send an e-mail to: ek@theacagroup.com. Use the subject of "Key Metrics".

We'll summarize the responses in a future newsletter as a way of sharing the information with the other readers. You can also send us your feedback on this newsletter to the same e-mail address. Did you find this newsletter useful, interesting, etc.? We appreciate your comments.
