



# ACM CONSULTING INC

IMPROVING ORGANIZATIONAL EFFICIENCY & COMMUNICATION

## About Us

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*ACM Consulting was created in 2006 through the recognition of a need for quality consulting advice that was focused on adding value and getting results for clients. Our focus is on development and execution of value-added strategies that provide tangible results and improvements.*

**At ACM Consulting, our mission is to improve the organizational efficiency and communication of our clients.**

We work with each client to determine the expected outcomes, success measures and value that each initiative will bring to their organization, then tailor what we can provide to best improve the performance of our clients. Some of the services that can be offered by ACM Consulting are:

**Strategy Development** Providing strategies to improve the operations and management of your organization and bring value to your business decisions.

**Process Efficiency** Providing solutions for the development of efficient business processes focused on value-added and essential activities.

**Organizational Development** Implementing a corporate structure and culture that best supports the strategic objectives of the organization.

**Professional Coaching** Providing coaching to executives and employees to empower them and provide tools for improving their ability to manage the direction of the organization.

### Efficiency can manifest itself in many ways:

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- ▶ Increased employee productivity (getting more value for the same costs);
- ▶ Increased satisfaction by employees, customers and suppliers (providing additional value);
- ▶ More efficient use of people, processes and technology (increasing value through strategic investment of time or money);
- ▶ Decreasing processing and administrative costs (getting the same value for less cost).

*In many cases, more than one of these results can be achieved. We work with clients to identify opportunities for improvement within their organizations and develop executable and sustainable solutions.*

## President's Bio **Andrew Miller, MBA, PMP**

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Andrew Miller is President of ACM Consulting Inc. ([www.acmconsulting.ca](http://www.acmconsulting.ca)), a company that improves organizational efficiency and communication. Andrew has been providing sustainable strategic

solutions, consulting services and coaching to clients and their employees for more than 10 years through strategy development, process efficiency implementation and organizational development, leading to successful results for his clients. Andrew has experience implementing successful supply chain initiatives with clients in various industries including Healthcare, Consumer Packaged Goods and Financial Services. Andrew has also supported clients in the creation of shared services centres both from a strategic as well as an operational perspective. Andrew has previously held various consulting positions with companies such as IBM Global Business Services and PriceWaterhouseCoopers Consulting.

Andrew is a certified professional Project Manager (PMP certification) and has led a variety of clients through

complex transformations and organizational changes, including development, execution and transition to operational business models. Andrew also teaches a two-day Procurement and Contract Management course to professionals through various Canadian universities. The course was developed as a part of the Masters Certificate in Project Management program through the Schulich School of Business Executive Education Centre (SEEC) at York University in Toronto.

Andrew is very active in industry associations such as the Project Management Institute (PMI) and Supply Chain and Logistics (SCL) Canada. He is on the Advisory Committee for the Humber College Supply Chain program and donates much of his time to charitable organizations such as Mount Sinai Hospital (Member of the Board of Governors) and the Larry Grossman Foundation for Kids. Andrew has an International MBA from the Schulich School of Business in Toronto with majors in Logistics and Marketing. Andrew speaks French fluently, is an avid participant in sports, and a voracious reader and traveler.

## Typical Client Results

**Organizations that work with ACM Consulting can typically expect these types of results:**

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- ▶ Reduced processing and administrative costs by developing efficient and repeatable business processes, including policies to support compliance;
- ▶ Improved communication by ensuring an organization is structured to best support corporate objectives;
- ▶ Better use of technology to facilitate daily operations;
- ▶ Increased customer satisfaction as a result of more effective communication;
- ▶ Increased productivity through the elimination of non-essential and non-value added activities.

# Case Studies

The cases below are recent results that clients have achieved working with ACM Consulting.

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## **Case 1: Creation of a shared services centre**

A group of healthcare facilities needed assistance setting up a new shared services centre (SSC) to centralize many of their supply chain functions and processes. The new SSC needed an organizational structure and technology infrastructure developed. Andrew was the Project Lead and led the development of the SSC structure. This included leading a Request for Proposal (RFP) process for the selection of a supply chain software vendor, participating in the creation of the SSC organizational structure and building the process foundation for the way in which the SSC would function. Andrew also facilitated the development of service levels that would be provided to customers. The creation of the SSC has planned annual cost savings of more than \$1,000,000.

## **Case 2: Implementation of a new import compliance strategy**

A consumer product manufacturer needed assistance in the development and implementation of a new import compliance strategy for goods being imported into Canada. Andrew was responsible for working with senior supply chain executives and trade compliance staff to ensure that the new strategy met all of the mandatory requirements. It was also imperative that the new strategy be flexible enough to support new government regulations that were anticipated. Andrew led the successful development and implementation of an outsourcing strategy which resulted in annual cost savings of more than \$500,000.

## **Case 3: Centralization of strategic sourcing process**

A large pharmaceuticals company needed assistance in the development and implementation of centralized processes for strategic sourcing staff. Andrew was responsible for leading client teams through the development of standardized processes based on the maximization of value-added activities. Andrew also led the development of an organizational structure and corresponding reporting relationships to best support the centralization of these activities. As a part of this development, policies were put in place to monitor compliance by the company's employees. The implementation of centralized sourcing processes led to a 4% annual reduction in indirect spend.

## **Case 4: Implementation of a new Sourcing and Contract Management system**

A group of healthcare facilities needed assistance in implementing a new sourcing and contract management system, including the supporting business processes. Andrew's role included the goal of ensuring the successful configuration and implementation of the new system and processes. Andrew's responsibilities were to advise the organization in the development of best practices for Sourcing and Contract Management business processes, providing status reports to the project Steering Committee and Executives and leading a successful change management initiative to gain support through stakeholder management. During the 9 month implementation, Andrew led the successful rollout of the new system and implementation of the new processes at 12 healthcare facilities, which led to a significant reduction in non-value added activities by contract staff.