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For a free copy of Andrew's booklet **The Speed Principles: 50 ways to accelerate positive business outcomes**, coming out in early 2010, [click here](#) and provide your mailing address

Check out the [procurement guru](#) website. The best source for procurement expertise!

[Download](#) Andrew's guide to implementing BPS Supply Chain Guidelines

Read Andrew's blog [From Chaos to Order](#)

Follow Andrew on [Twitter](#)

Up and coming events

Andrew contributed a section on setting priorities in the [Worst-Case Business Scenario Survival Guide](#)

[Read](#) Andrew's view on reducing operating expenses without hurting your business

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The monthly electronic newsletter presented by Andrew Miller



Happy holidays to you and your family!

As you can see, I have repositioned my newsletter to focus on providing ways to accelerate positive business outcomes and to better control the speed of your organization.

A speedy recovery

All signs are pointing to an economic recovery. What has your organization done to prepare for it? It is not too late to make investments in people and technology to prepare for the upturn. Establish processes that will get you there faster, but with the same (or better) outcome. Look to establish more efficient hiring practices or develop a quicker go-to-market strategy. If we have learned one thing from this recession, it is that the world of business has changed. Customers want products and information faster, are you going to be able to give it to them?

The need for speed

The most important thing about speed is to understand when to speed up and when to slow down. In order to practice responsible speed, you need three things:

- Preparation: understanding the conditions ahead
- Calmness: remaining in control as you move forward
- Governance: knowing when it is time to speed up and when to slow down

The most important thing companies must realize is that they need to develop the ability to monitor their own speed, not just arbitrarily follow someone else's speed limit.

Three approaches to speed

Companies need to determine how to govern their own speed. Let's compare the approach to speed governors (limiters) by three different car manufacturers to distinguish different ways of determining speed.

1. In every new Mercedes there is a speed governor set to a speed that cannot be exceeded. When the maximum speed is reached, the car will go no faster. The only exception to this is to have the speed governor removed altogether
2. Bentley does not install a speed governor and allows owners to govern their own speed. The only speed being governed is the maximum speed of the car, so drivers control their own speed with only written guidelines for safe operation of the car
3. BMW allows owners to set their own speed for the governor and then provides a warning when that speed is achieved. The owner can then decide what to do next: speed up, continue at the same speed, or slow down.

How do you want to govern the speed of your organization—through strict rules, no rules or recommended guidelines?

Andrew's nugget

Each month, Andrew will provide a little nugget of advice to help speed up your business.

Resolve customer issues quickly

Give your customer service representatives the proper authority to handle most issues with customers. The less authority they have, the longer the resolution takes and the more frustrated your customer becomes.

What's new with Andrew?

Below are some upcoming events and articles:

- [Read](#) Andrew's contribution to the Small Business Professor on how to reduce operating expenses without affecting your business
- Andrew is a frequent speaker on a variety of subjects and loves to hear himself talk, so contact [Andrew](#) if you need someone who can provide value to your audience. Here are some recent topics:
 - Maximizing returns and reducing risk in procurement operations
 - Marketing for success
 - Spend management
 - Creating greater synergy within an organization
 - Green procurement
 - Raising the profile of supply chain to an executive level
 - Effective decision-making
 - How to make better buying decisions
 - Developing training strategies that stick

If you are interested in any of our services or know someone that might benefit from working with us, please contact Andrew Miller at 416-817-1336 or visit our website at www.acmconsulting.ca

Please feel free to forward this newsletter to anyone to whom it might be of value.