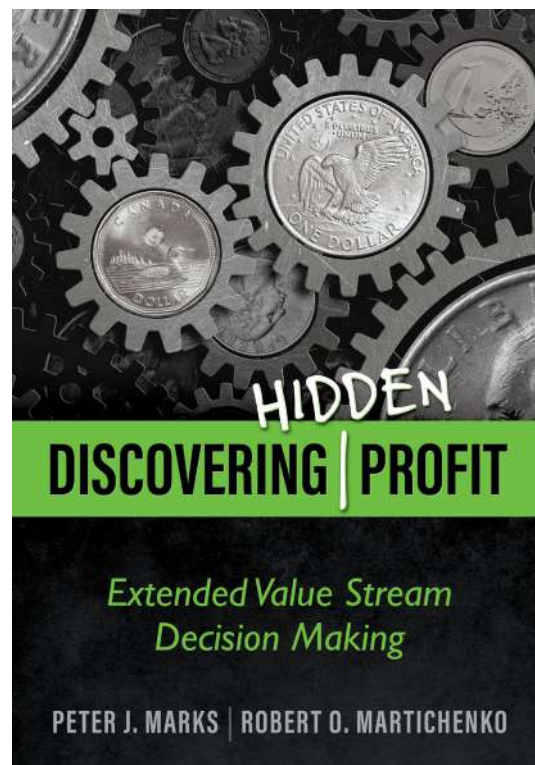


DISCOVERING HIDDEN PROFIT

Creating the Connected Enterprise

By Robert O. Martichenko and Peter J. Marks



The following white paper contains excerpts from the recently published business book *Discovering Hidden Profit*, co-authored by Peter J. Marks and Robert O. Martichenko

DISCOVERING HIDDEN PROFIT - AN INTRODUCTION

“Where profit is, loss is hidden nearby...where loss is, profit is hidden nearby.”

-ANCIENT PROVERB

No matter what business you are in today, you are experiencing disruption. Business landscapes are changing fundamentally, and our job as leaders is to anticipate, keep up with, and attempt to stay ahead of these disruptions. Ironically, though, with all of this disruption, the goal of business itself has not changed. We must continue to *maximize customer value at the lowest possible total cost*, all while *showing respect for people and our communities*.

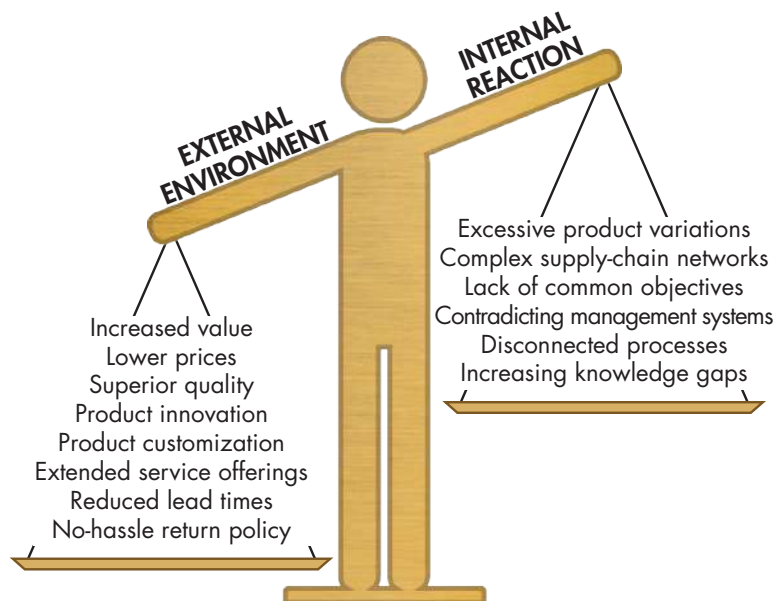
What is the result of all this disruption? At a high level, these disruptions - and the resulting complexities - have evolved faster than the development of our organizations' business processes and management systems. In other words, *change on the outside has exceeded the pace of our ability to react on the inside*. The result for many businesses is that we are working harder for fewer results. The effort is up, and profit is down.

This is why it's time for a fundamental shift in our thinking and actions as leaders.

Business leaders have always recognized the potential for better operational and financial performance if leaders across core processes and functional areas worked together more cohesively. To do this, leaders and managers in an organization need to see and think about the business from a *holistic business-wide* point of view. We need to be *system-wide thinkers leading connected processes across the extended value stream*.

The concept of *Discovering Hidden Profit* leverages these powerful statements by providing a methodology to *connect people and business processes in order to eliminate loss and discover new profit opportunities*.

The External Environment and the Internal Reaction



Our process and management systems have not kept up with the challenges of the external environment.

The path to discovering and extracting hidden profit rests within viewing the organization from a new perspective; one where we go from being focused on single-process optimization to viewing the business as a total system formed when we connect people and processes.

We are saying that something will have to fundamentally improve in order for us to continue down the path of change and remain profitable at the same time.

And the good news is...this can be accomplished without changing your current business strategy, introducing new products, adding to sales and marketing budgets, or having to increase operating costs in your supply chain.

The path to discovering and extracting hidden profit rests within viewing the organization from a new perspective: one where we go from being focused on single-process optimization to viewing the business as a total system formed when we connect people and processes.

This is the essence of *Discovering Hidden Profit*: identifying and capturing incremental profit opportunity by simply viewing and acting upon your business from a total-system perspective. This profit already exists. It has rightfully been earned; we just need to become aware that it is hidden. It's hidden because we have not connected the core processes of our business through systems thinking.

Understanding The Problem and The Opportunity

The business world is changing at a rapid pace with much of this change being driven by our customers and their customers and, ultimately, the end consumer. If we consolidate our reactions and solutions to these increasing customer expectations, it comes down to two words: *increased complexity*. *We have made our businesses more and more complex in order to meet customer expectations while attempting to remain profitable*. Unfortunately, this complexity has created a long list of unintended consequences and unplanned waste in the business-wide system.

Our attempts to meet changing customer demands have created increased complexity (much of it unplanned and wasteful) by introducing excessive product variations, long lead times between suppliers and manufacturing locations, and new service offerings without sufficient fulfillment competencies. Our management systems have not kept up with this additional complexity; our people's knowledge has not kept up; our measurement systems have not kept up; and our overall operating principles and management methods have not kept up. This has resulted in an abundance of operational waste and missed opportunities relative to meeting customers' needs. Therefore, we are missing revenue opportunities while adding costs to the business. This is a problem, as an equation of reduced revenues with rising costs is not sustainable.

Are we saying that we should dismantle the global supply chain? Are we saying customers should temper their expectations? Are we saying that we should stop creating innovative and creative products?

Absolutely not. But we are saying that something will have to fundamentally improve in order for us to continue down the path of change and remain profitable at the same time. Customers are not willing to pay for the complexity their demands are introducing into our businesses. Consequently, we need an internal solution to remain profitable. So what is this solution?

DISCOVERING HIDDEN PROFIT

As authors and business leaders, we are advocating that this new world requires a different type of thinking. A new level of thinking that results in a new approach to making business decisions. This new business environment requires business decision makers to understand the intended and unintended consequences of business decisions and the resulting planned and unplanned complexity (and waste). Proactively, we need to understand and reduce the risk of unintended consequences and unplanned complexity of our decisions. We need very specific goals, operating principles, and a management system that will support this new world of disruption. Core business processes need to be connected, leaders need to collaborate, managers need to think from a business-wide system point of view, and everyone needs to understand that all decisions will manifest themselves as either customer value or waste.

And this value or waste will manifest itself in the supply chain of the organization. That is, *all business decisions are binary in that they either produce value or waste. And all business decisions ultimately result in the supply chain, regardless of where the business decision was made in the organization.*

It's time to address these challenges. As business leaders, we need to move toward our long-term vision while still producing short-term results. We need our organizational structures and management systems to drive collaboration and cross-functional decision making. We need process improvements to become institutionalized into our management systems, we need to produce leaders who think horizontally across the organization, and we need a simple way to benchmark, measure, and assess performance.

Supply-Chain Performance Provides Critical Feedback



All business decisions are ultimately manifested in the supply chain.

To improve collaboration and drive business-wide systems thinking, you don't need to restructure your organization. You need a simple roadmap that everyone in the organization can align around to move forward.

Managing the extended value stream needs to be accomplished holistically, recognizing that an action in one core process will have a direct and immediate impact on another core process. And often, this unintended impact creates waste and non-required complexity to the business, often impacting the customer directly.

Is this new thinking? Our experience as CEOs teaches us that most leaders in most industries know that horizontal-systems thinking (connected processes) is our most significant opportunity for business improvement. Yet, for something that is so obvious in its need and probable impact, realizing the collaborative and connected organization has eluded many companies.

In an attempt to achieve the connected organization, many companies have been reorganized and restructured, often more than once. In the end, however, the anticipated collaboration, enhanced efficiencies, and market responsiveness do not materialize.

Organizational structure isn't the issue. It's not about who reports to whom.

To improve collaboration and drive business-wide systems thinking, you don't need to restructure your organization. You need a simple roadmap that everyone in the organization can align around to move forward. This roadmap requires people to look at the business from a new perspective, and it requires leaders and managers across the core processes of the business to work collaboratively towards a common set of objectives. *This means we need to view the organization holistically and connect and relate the core business processes of Business Strategy, Product Life-Cycle Management, Sales and Marketing, and Supply-Chain Operations.*

Discovering Hidden Profit introduces the concept of Supply-Chain Advancement™, which provides the framework to connect core processes and the subprocesses that make up an organization.

*Supply-Chain Advancement™ is a proactive business improvement methodology that discovers and extracts hidden profit by connecting the core business processes of Business Strategy, Product Life-Cycle Management, Sales and Marketing, and Supply-Chain Operations in order to achieve *Advanced Supply-Chain Performance™*. When we connect these core processes of the business, we create and successfully manage the extended value stream of the organization. Improvement across the extended value stream is our ultimate strategy to deal with today's level of disruption. The goal is to create leadership collaboration and management systems that support advanced operating principles that will drive process design and effective measurement systems in order to achieve advanced decision-making capabilities.*

We create the *Extended Value Stream* when we connect the core processes of Business Strategy, Product Life-Cycle Management, Sales and Marketing, and Supply-Chain Operations. This extended value stream is a total system that ultimately produces value for the customer, or waste in the system, based on the effectiveness and rigor of the connection points of processes and the decisions we make. Managing the extended value stream needs to be accomplished holistically, recognizing that an action in one core process will have a direct and immediate impact on another core process. And often, this unintended impact creates waste and non-required complexity to the business, often impacting the customer directly.

DISCOVERING HIDDEN PROFIT

Once extended value-stream thinking is embraced, managers and leaders will have extensive market, customer, and cross-functional knowledge and experience to make more effective business decisions. They will then maximize customer value at the lowest possible total cost to the business (defined as the system-wide, long-term total cost of a decision). This will ultimately result in what we call *Advanced Supply-Chain Performance™*.

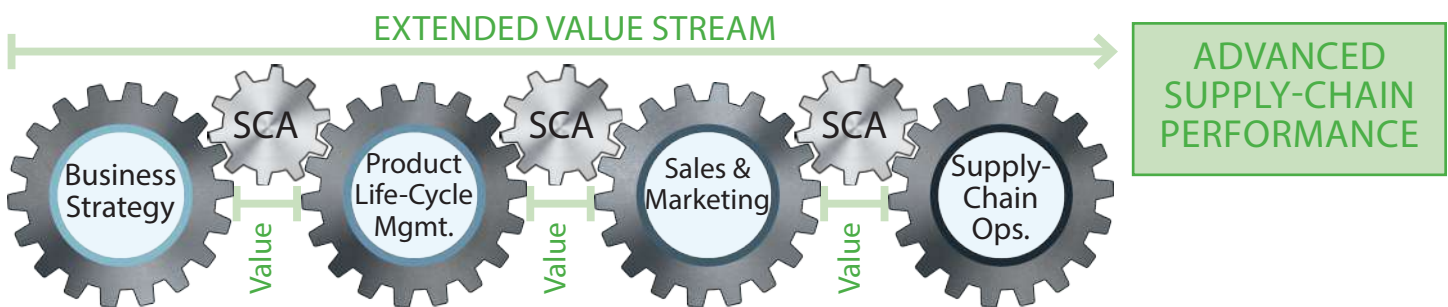
Advanced Supply-Chain Performance™ (Extended Value Stream Performance) is the current performance of the organization + the opportunity that exists today if we connect core processes of the business.

More specifically, *Advanced Supply-Chain Performance™* is the business performance we will achieve if we focus our attention on having the *right strategy* to create and effectively sell the *right products* while being supported with the *right supply-chain operations* across the business system wide. Building upon this, imagine a business where all of your products exceed customer expectations, where all of your products flow continuously from source to customer, and where all of your products produce a visible and competitive level of profit for the organization.

This connection of these four core business processes is the most significant business opportunity organizations need to pursue. It is the last frontier for meaningful business improvement and the management of all the disruption around us. The connection of these core business processes is at the heart and soul of *Discovering Hidden Profit*.

This connection of these four core business processes is the most significant business opportunity organizations need to pursue. It is the last frontier for meaningful business improvement and the management of all the disruption around us.

Advanced Supply-Chain Performance



Advanced Supply-Chain Performance will be achieved by connecting the core business processes.

DISCOVERING HIDDEN PROFIT - FUNDAMENTAL BELIEFS

Making improvements across the extended value stream requires subtle shifts in our overall mental models of how we view the business world. These shifts require alignment around some fundamental beliefs. With these new belief systems firmly embedded inside the organization, we can begin the work of improving the extended value stream to extract hidden profit.

The new beliefs we need to embed inside the organization are:

Advanced Supply Chain-Centric Decisions Deliver Results:

All business decisions manifest themselves inside the end-to-end supply chain. Therefore, we should proactively take implications to the supply chain into consideration and use supply chain performance as a feedback loop for prioritizing business improvement activities.

The Ten Rights Drive Horizontal Thinking:

Creating the extended value stream requires a Ten Rights perspective across the organization relative to decision making in order to connect processes.

Operating Principles Create Alignment and Connection:

Leadership alignment requires agreement and management focus on relevant and advanced operating principles that will lead the organization to their required future state.

Management Systems Sustain Improvements:

Improvement activities require a disciplined management system for focused and sustained business improvement across the extended value stream.

We will examine each of these critical beliefs in the remainder of this white paper.

CRITICAL DEFINITIONS FOR EXTENDED VALUE STREAM IMPROVEMENT

Business Strategy: Business Strategy is the core process that develops and sets the course for the business derived from the mission, vision, values, and extensive market and customer research.

Product Life-Cycle Management: Product and Service Life-Cycle Planning and Management includes the inception of a product or service, product design and engineering, planning for material sourcing, planning for manufacturing, planning for distribution, value-added services, and ultimate product retirement or disposal.

Sales and Marketing: Sales and Marketing entails planning of potential and targeted customer segments, development of distribution and sales channels, planning for multiple customer-delivery techniques (omnichannel), sales promotions, pricing strategies, and product demand and forecast planning.

Supply-Chain Operations: Supply-Chain Operations (Supply Chain) are the operational elements of order fulfillment, namely the physical flow of material and supporting information. This includes material sourcing, inbound logistics, manufacturing, finished goods distribution, and all information flow processes relating to planning and executing these supply-chain and logistics processes.

Extended Value Stream: This is the total system created when we connect Business Strategy, Product Life-Cycle Management, Sales and Marketing, and Supply-Chain Operations in order to maximize customer value at the lowest possible total cost.

End-to-End Supply Chain: This is the total system created when we connect all supply-chain and logistics processes, starting with the customer and working upstream through manufacturing and into our supplier base.

Advanced Supply Chain-Centric Decisions Deliver Results

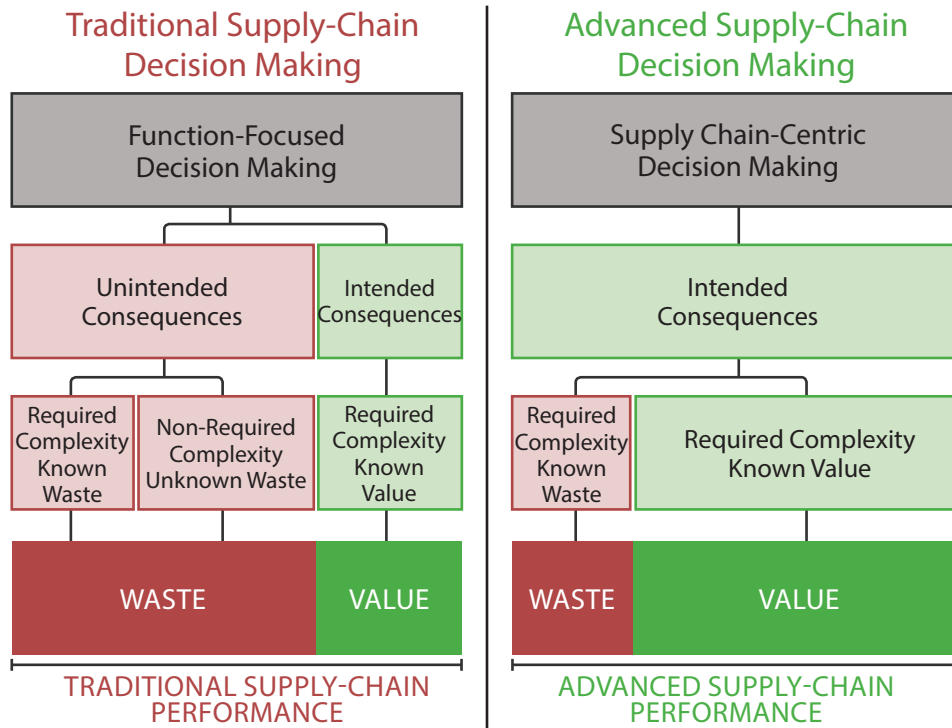
The main premise of advanced supply chain-centric decision making is all business decisions manifest themselves inside the end-to-end supply chain; therefore, in order to be customer centric, we need to proactively take implications to the supply chain into consideration. The rationale is that the customer only truly feels the last mile of our supply chain capabilities, yet our overall supply chain capabilities are a function of decisions made by all four core processes of the business.

In addition, all business decisions have intended and unintended consequences. Such decisions produce planned (required) and unplanned (not required) complexity in the supply chain. Therefore, an abundance of critical information needed to improve business performance, increase customer value, and eliminate waste rests inside the supply chain. This means our overall supply-chain performance has a strong correlation with overall business performance and

provides a feedback mechanism for all business decisions made in all parts of the business. Consequently, the supply chain is a largely untapped reservoir of information and intelligence pointing to root causes of upstream process challenges and possible solutions to many of our biggest business problems. In short, all good deeds and all sins end up in the supply chain.

Advanced supply chain-centric decision making is customer centric as it proactively eliminates unintended consequences, thereby eliminating non-required complexities and resulting waste. It is about asking, "How will this decision add value to the customer or create unplanned complexity and unintended waste in the supply chain?" Asking this question on a habitual basis introduces a horizontal, supply chain-centric view of the organization, which is the first step toward solving many of the big problems we face today. We will thus proactively work to avoid introducing new complexity and waste into the supply chain. Advanced supply chain-centric decision making will break down functional barriers, foster collaboration,

Traditional vs. Advanced Supply-Chain Decision Making



All business decisions are ultimately manifested in the supply chain.

It is about asking, "How will this decision add value to the customer or create unplanned complexity and unintended waste in the supply chain?"

improve supply-chain performance, and ultimately improve overall business performance by creating a connected organization that maximizes value at the lowest possible total cost across the extended value stream.

The Ten Rights Drive Horizontal Thinking

Traditional supply-chain performance is described as getting the *right product to the right place at the right time in the right quantity and at the right logistics cost*. You will notice how these metrics have a single-process view (distribution) and do not have an extended value-stream perspective or multiple-connected process view as they are focused on a particular event with a particular customer at a particular time and place. In contrast, the Ten Rights, as outlined in *Supply-Chain Advancement™*, are in the plural form - recognizing the Ten Rights reflect the key metrics of extended value-stream performance.

A Ten Rights-Perspective to decision-making is the first step in leadership practicing and learning to become holistic extended value-stream thinkers. We need to understand the extended value stream from the perspective of the Ten Rights across the entire business and not simply the last-mile delivery to the customer. In doing so, we will connect all processes in the organization to successfully deliver ... 1) *the right products*, 2) *to the right customers*, 3) *in the right quantities*, 4) *in the right quality*, 5) *at the right times*, 6) *from the right sources*, 7) *at the right prices*, 8) *at the right total cost*, 9) *with the right services*, 10) *all within the right amount of required complexity (effort)* across the extended value stream.

Extended value-stream thinking continually asks how current business processes and decisions support the Ten Rights of Advanced Supply-Chain Performance™. If a process underperforms relative to one of these Ten Rights, it needs to be



DISCOVERING HIDDEN PROFIT

fixed. If a process doesn't support any of these Ten Rights, it begs the question, "Why are we doing it?" Supply-Chain Advancement™ operating principles and management system structure relentlessly strive towards the Ten Rights to maximize customer value at the lowest possible total cost to the enterprise, all resulting in increased profit.

In order to understand the Ten Rights from an extended value-stream point of view, add the words across the extended value stream after the right. For example, ask yourself, "How do we ensure we have the right products ... across the extended value stream?" Or, "How do we ensure we have the right quantities...across the extended value stream?" This elevates the conversation to be business wide as opposed to focusing solely on the last mile of customer delivery.

The goal of Supply-Chain Advancement™ and The Ten Rights is to produce Advanced Supply-Chain Performance™. Ultimately, this will produce superior results across the entire organization as well as results defined by traditional supply chain last-mile metrics. Continuing to build on our definition of Advanced Supply-Chain Performance™, our definition now becomes:

Advanced Supply-Chain Performance™ is the measured incremental business performance we realize when we integrate and connect core business processes and implement

supply chain-centric operating principles holistically to achieve the Ten Rights across the extended value stream of the organization in order to maximize customer value at the lowest possible total cost to the organization.

This Advanced Supply-Chain Performance™ is at the heart of Supply-Chain Advancement™ and the connected enterprise.

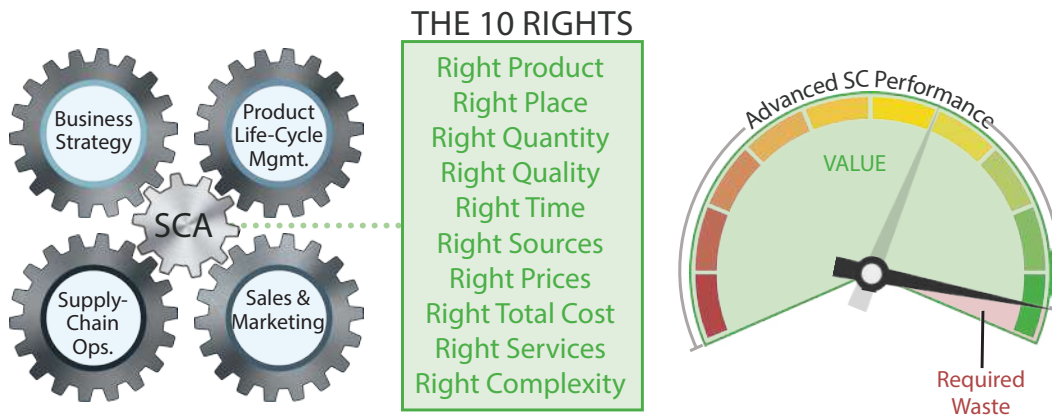
Operating Principles Create Alignment and Connection

Extended value stream improvement will not happen without leadership alignment and process connection. This is an absolute statement. To accomplish this, leadership alignment requires agreement and management focus on relevant and advanced operating principles that will lead the organization in their efforts to connect processes inside the organization.

This goes far beyond the old saying of *you get what you measure* and describes the environment more accurately as *you get what you collaboratively believe in and act upon!* The essence of extended value stream improvement is operating principles and *what you believe in*; therefore, we need alignment around exactly what it is we need to believe in collaboratively.

A common definition of the word principle is *fundamental truth or mental paradigm that serves as the foundation*

ADVANCED SUPPLY-CHAIN PERFORMANCE



Advanced Supply-Chain Performance connects the Four Core Processes and focuses on the 10 Rights across the Extended Value Stream.

for a system of belief or behavior or for a chain of reasoning. More simply put, a principle is something you steadfastly believe in. This belief is absolute and is built upon a foundation based on your education, industry best practices, experience, and what you have learned as a leader and professional. Therefore, an *Operating Principle is an operations framework or guideline that you believe is the right strategy or tactic for goals and results to be realized.*

Operating principles are critical in today's complex business environment as they guide leadership and employee behavior, decision making, selection of methods and tools to operationalize the principles, measure progress, and ultimately determine whether leadership within an organization is aligned on how goals will be achieved.

Furthermore, operating principles reflect leadership priorities and guide the design and connection of business processes. Therefore, they are critical for setting direction and deciding what work we will actually perform. The absence of operating principles will result in frequent changes of strategy and tactics, and will only serve to confuse and frustrate the organization.

Extended value stream business improvement is driven by first implementing specific operating principles within core business processes across the extended value stream. These four operating principles are:

- 1. Business Strategy | Process Connection as a Differentiating Competency:** Extended value stream connection and resulting Advanced Supply-Chain Performance™ are an organizational core competency and strategic market differentiator.
- 2. Product Life-Cycle Management | Long-Term Collaborative Product Planning:** Long-term product and sales channel roadmaps are created collaboratively with the simultaneous development of supporting material sourcing, manufacturing, and distribution planning roadmaps.
- 3. Sales and Marketing | Collaborative Demand and Profit Planning:** Highly collaborative customer demand, production, and material planning with a goal of stable and profitable sales growth.

- 4. Supply-Chain Operations | Reliable Delivery + Speed and Visible Flow:** Highly reliable delivery and capable speed with end-to-end supply-chain visibility focused on implementing and controlling leveled flow and velocity across an extremely stable and reliable logistics network.

The goal is to embrace these core-process operating principles and continue to develop clear operating principles at the subprocess level. From there, we will be able to design processes in order to support the success of the operating principles, which will include extended value stream key performance indicators and measurement systems that produce holistic and systems-based results for the organization.

Alignment around the operating principles will also allow us to implement management systems that will guide the success of improvement activities across the extended value stream, all leading to leadership systems that support the overall management system. Once accomplished, we will, in fact, have the connected enterprise.

SCA Four Core-Process Operating Principles



Management Systems Sustain Improvements

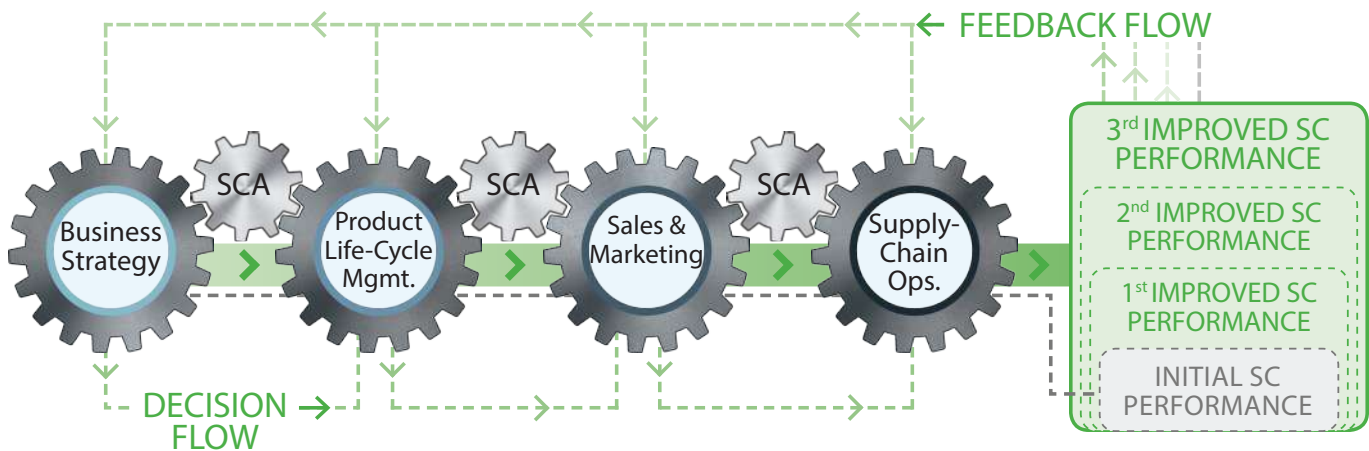
An organizational management system is an aggregate, or sum, of all of the processes designed to enable leaders to set goals, guide the organization, make correct decisions, recognize deviations from plans, and initiate honest conversations leading to countermeasures quickly in order to achieve operational and strategic goals.

The success of extended value stream improvement, or any organizational improvement initiative, rests in permanently embedding the elements of a structured decision and improvement process into the management system. This is why the management system is so powerful, as it provides the necessary elements such as goal setting, guiding operating principles, key performance indicators, and review tollgates to be incorporated into the business based on performance feedback from overall supply-chain performance.

The focus and goal of an extended value stream management system is to establish and enable the **Right Leaders** with the **Right Facts** to have the **Right Collaboration** across the **Right Connected Processes** including the **Right Decision-Making Processes** with the **Right Transparency** to accomplish the **Right Target Setting** with the **Right Alignment** all with the **Right Performance Feedback** in order to identify the **Right Improvement Priorities**.

Alignment around the operating principles will also allow us to implement management systems that will guide the success of improvement activities across the extended value stream, all leading to leadership systems that support the overall management system.

Supply-Chain Performance Feedback Loop



Supply-Chain Performance provides feedback for the entire organization relative to decisions made in all parts of the organization.

As mentioned earlier, a fundamental belief of Supply-Chain Advancement™ is that all value and waste created by most business decisions will be manifested in the supply chain. Therefore, the supply chain is the reservoir of significant intelligence relative to the overall performance of business decisions made in the organization. Consequently, we want to use supply-chain feedback as a barometer and indicator to where we are creating customer value and where we are creating organizational waste. This feedback loop will be integrated into the established management system structure and will be a primary driver for learning and prioritizing business improvement initiatives.

Once we have implemented supply-chain performance as a feedback loop, we then need to create a culture where leadership takes anticipated supply-chain performance into consideration when making business decisions. This is logical based on the fact that the value, and/or waste created by the decision, will become evident in overall supply-chain performance. In this step, we teach leaders to look at business decisions from the perspective of possible unintended consequences and unnecessary complexity that may be inadvertently injected into the supply chain as result of a business decision. This will quickly take us to examine our measurement systems and how metrics are driving behaviors inside the organization.

To drive extended value stream improvement, measures need to be holistic and view the business from an extended value-stream point of view. Second, measures and KPIs are used to guide our work and help us have the right dialogue about the right business problems at the right time. Last, we need to recognize that many KPIs and measures currently in place may, in fact, contradict extended value-stream thinking, and this should be considered an opportunity to discover hidden profit. The management system is the vehicle to ensure measurement systems are, in fact, the cure and not the disease.

In the end, the purpose of the management system is to set goals (targets) and to provide the review processes required to ensure we are reaching these goals. As most of us know, establishing a powerful management system requires discipline. Most importantly, it requires the discipline to be transparent and honest about the reality of the current state; to set challenging, yet realistic, improvement targets; to support and implement agreed-upon operating principles; and most importantly, to

show up at extended value stream review meetings prepared and with the right attitude to extract hidden profit.

The great news is...instilling this level of discipline into the organization will yield unprecedented business results.

In Conclusion

Supply-Chain Advancement™ is an extended value stream business improvement methodology that proactively discovers and extracts hidden profit by connecting core business processes to achieve Advanced Supply-Chain Performance™.

Advanced Supply-Chain Performance™ is the business performance we will achieve if we focus our attention on having the right strategy to deliver and sell only the right products while being supported by the right supply-chain operations across the business system wide.

Supply-Chain Advancement™ is critical and relevant because it is the way to combat the business disruption that exists today. Extended value stream improvement is the next frontier for business improvement to realize the profit that is available to us right now. If we do not connect core processes, complexity and unintended consequences of single-process focused decisions will continue to drive excessive waste into our supply chains, and we will continue to miss out on revenue opportunities.

Once successful with extended value stream improvement, we get an organization that is connected and highly collaborative and participative. Processes flow across the extended value stream, and we make supply chain-centric decisions that use Advanced Supply-Chain Performance™ as a feedback loop to prioritize business improvement opportunities. We achieve the Ten Rights holistically across the business to generate new revenues at lower operating costs, thereby providing new profit to the business with less overall effort from the organization.

In the end, we maximize customer value at the lowest possible total cost to the business.

And this is all good.

SUPPLY-CHAIN ADVANCEMENT™ - NEXT STEPS

The main principle of Supply-Chain Advancement™ is that **Hidden Profit** is available to us if we connect the core processes of the organization in order to achieve **Advanced Supply-Chain Performance**.™ This logically takes us to the questions of **1) How much profit is available to us**, and **2) What do we need to do in order to realize this hidden profitability that has already been earned?**

The LeanCor Supply Chain Group can help. Building upon the framework introduced in *Discovering Hidden Profit*, LeanCor partners with its customers to complete a **Business Opportunity Analysis** with the sole purpose of identifying and prioritizing the opportunities that exists within the organization if Supply-Chain Advancement™ is embraced to build upon current business improvement strategies.

During this Business Opportunity Analysis, we will answer the following critical questions:

- 1** What SCA concepts do we need to align around and connect to our organization?
- 2** What is our current state of operations relative to the ideal SCA state?
- 3** What are the operational performance opportunities available to us if we embrace SCA?
- 4** What are the financial areas we can positively impact if we improve our performance?
- 5** What improvement work should we prioritize for immediate short-term results?
- 6** What improvement work is required for long-term results and establishment of SCA within our management system?
- 7** What is the overall roadmap to which we will align for SCA implementation (including effort, risk, and tollgate planning)?

ABOUT THE AUTHORS

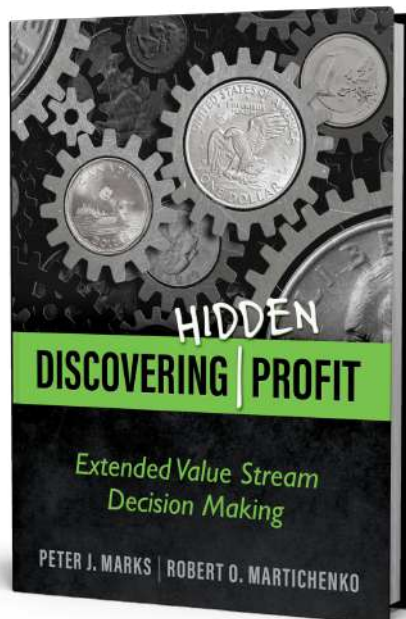
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Peter J. Marks, CEO of Executive Consultant which he founded in 2013, advises business leaders on leadership and strategy development. He is also an Independent Director at Broadcom Limited and serves on the boards of several private companies.



Previously Peter served in various senior management roles with Robert Bosch GmbH, which he originally joined in 1977 and where he remained until December 2011. Most recently, from 2006 until his departure in December 2011, Peter served as Chairman, President, and Chief Executive Officer of Robert Bosch LLC where he managed all of its business sectors in the Americas. He was a member of the Board of Management of Robert Bosch GmbH with responsibility for worldwide coordination for manufacturing and capital investment.

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ROBERT O. MARTICHENKO

Robert Martichenko is a business leader, author, speaker, educator, and strategic advisor.



As a business leader with an entrepreneurial focus, Robert spent over fifteen years as the founder and CEO of the LeanCor Supply Chain Group. LeanCor was acquired by Transplace (Uber Freight) in 2020, and Robert subsequently transitioned to strategic advisory work in early 2022.

In addition, Robert has created TrailPaths to focus on research and education to better understand the “People and Human” side of Lean thinking, leadership, and workforce development. In particular, Robert is collaborating with like-minded professionals to trailblaze the paths that will help organizations and individuals to develop, engage within and sustain meaningful work environments and cultures of respect. This work is looking into the past, present and future to disseminate and leverage our “Lessons in Lean relative to the Human Spectrum.”

He can be reached at Robert@trailpaths.com

DISCOVER THE BOOK:

<http://info.leancor.com/discovering-hidden-profit>