

OPEN LINE PRESENTATION

Presenter,

Welcome to:

Operational Productivity Improvement

Presented by
Lighthouse Consulting Services, LLC



Featured Guest:

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Roadmap

A top-down approach focuses on achieving business results. It provides specific, 'bite-sized' efforts that allow for quick deployment.

- Identify obstacles to achieving business goals
- Identify current processes related to obstacle
 - Identify decision points
 - Find the '**Blind Spots**' for decision-making
 - Who makes the decisions
 - What drives their decision-making
 - Triggers
 - What are they measured on (what's a win for them)
- Establish changes to decision processes
- Determine deployment requirements



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Example

Situation

- Executives of large customers calling to complain about service levels
 - Downtime cost for one customer: \$100,000 per day
- 'Nothing we've tried has worked'

Objectives

- Convince customers we're fixing the problem – stop the calls!

2



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Find the Blind Spots

Current decision-making processes were not working effectively - something was missing.

- Identified 'blind spots' in current process
 - Interviewed top 20 customers to determine:
 - What's driving demand
- What is driving demand
 - Replacement of worn-out product:
 - Predict product life-expectancy based on job position and work environment characteristics
 - New hires:
 - Determine best fit, based on job position and work environment characteristics

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Crawl, Walk, Run

Keep-It-Simple

- Pilot effort – Top 20 Customers
 - 5 customers offered to pay ½ cost of new process
 - Started gathering data with Excel
- 'What could fall through the cracks'
 - Simple monitoring: # Excel documents to receive every Monday by 9:00am
- Increase in sales: \$30 million
 - Customers 'locked-in' with new process

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The Toughest Blind Spot

Oddly, one of the biggest Blind Spots within a company is accountability.

- Not clear who is accountable
- What they are measured on conflicts with process objective

Effective accountability covers several factors. These need to be aligned with the process objectives.

- Ownership/ Authority
- Span of control
- Performance measurements
- Reward/ recognition system

5



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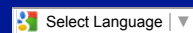
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Accountability Assessment

Map accountability to current processes and related business goals.

- Process level: Divide and conquer
 - Transaction characteristics
 - Single owner vs people doing tasks
 - Span of control and authority
- Performance measurements
 - What measurements currently made
 - How are measurements made
 - Are measurements tied directly to business goals
 - Is reward/ recognition tied directly to these measurements? How?
- Potential conflicts and 'hand-off' problems

6



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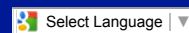
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Who's Accountable?

When things aren't performing effectively it's usually because no one is accountable for the performance.

- 'That's not a problem here. Everyone understands what they're accountable for. But, can you give me an example?'
- 'Companies with inventory problems often find no one is accountable for inventory accuracy.'
- 'That's not an issue for us. Dave, tell him who's accountable for inventory accuracy.'
- 'No one. Maybe that's why we have a \$14 million inventory discrepancy.'

7



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