



**Remove the
operational barriers
inhibiting on-time
customer delivery
and increase
productivity**

**A STEP-BY-STEP GUIDE TO IDENTIFYING
THE PERFECT OPERATIONS PARTNER**

Finally.

There are many consultants and solutions that claim to be able to improve your productivity with lean practices and continuous improvement, but few seem to deliver on that promise.

Whether you're looking to increase productivity, to continuously deliver without delays, or to build a sustainable Operational Excellence system within your organization within your organization, you need a partner that clearly defines the right steps to achieve this – and to hold you accountable along the way.

Selecting the wrong partner to guide you through this process can waste your valuable time and damage important customer relationships.

To ensure this doesn't happen to you, we created this guide to help you differentiate between those who can help and those who will be a waste of your time.

Let's get started.



PART 1

Why most lean implementations and operational improvement projects don't work



In fact, only 2% of lean implementations achieve desired results.

Industry Week

The longer and more complex your deliverable or project is, the greater the risk of delays and surprises if your processes and personnel are not properly organized. As an operations leader, you need to ensure multiple teams and processes are working seamlessly together to deliver your project to your customer on-time and on budget.

You may have tried different versions of lean strategy implementations before or hired consultants for continuous improvement projects. But why didn't it work?



Why implementation often fails

Under the guise of continuous improvement, most consultancies promise new technology or that deployment of the latest and greatest fad (adapted from some other industry) will help you, but they do not clearly define the end goal.

The problem with an approach that has no end-goal is that there's no way to track progress. Without a clear destination, there's no way to create a plan to achieve success and you can't hold your consultant accountable for helping you (since "helping" is an unclear metric).

Plus, ongoing projects like this means they can keep billing you since no end-goal has been set. They keep pushing for continuous improvement while your ability to ensure a continuous productivity flow doesn't seem to make progress. **The idea of continuous improvement being a never-ending journey is some consultants' dream.**

This has to change.



You must set a clear end-goal and follow a process to get there. Otherwise, you can't measure your progress, the process seems endless to the team, and your momentum grinds to a halt.



We clearly define the destination with you and teach you the process to ensure you reach your destination. Then, we are there with you every step of the way.



On the next page, we show the key differences between the Duggan way and your typical continuous improvement project.

Understand the difference: Setting a destination vs. continuous improvement projects.



Using Consultants for Continuous Improvement



Using Duggan Associates for Uninterrupted Productivity

No defined goals

"Improve lead time" isn't a goal. Especially if it lacks a plan. Goals are nothing without an action plan. Under the guise of continuous, most consultancies claim to be able to help, but they aren't specific about 'how much' they'll help, or the specific process they'll follow to get there.



Defined goals

"Reduce lead time from 40 days to 20 days," with details about how to achieve this, is a defined goal you can achieve. We set a specific destination and clarify the process to achieve this quantifiable improvement. Otherwise, there's no way to determine if you have improved or not.

Not engaged in the process with you

Consultants share best practices and technology but don't engage in the work itself or build a process.

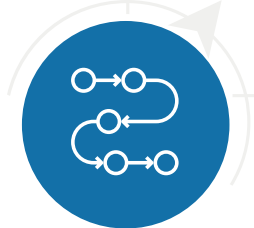


Engaged in the process with you

Focus on your business and acknowledge its differences and unique requirements. Then we get our hands dirty side-by-side with you as the changes to the operation are made.

Open-ended, time consuming meetings

Use a "brainstorming" ideation based approach.



Specific, efficient process to follow

Each project follows a proven design methodology. We don't rely on brainstorming.

No timeline established

Unwillingness to commit to a timeline while declaring continuous improvement to be an endless journey.



Clear timeline and success metrics defined

The destination is described in a tangible sense, not just through metrics. All team members understand what "done" will look like and how it will work.

Trapped in a contract

Requires a time-based contract to engage (you sign up for a number of consulting days).



No contract

No contract required. We build the plan with you, if you're happy with our performance, you will keep inviting us back until completion. Then we leave.

Vague approach and no proprietary process

Unwillingness to share methodologies and tools used to generate improvements.



Specific agenda and defined process

Formal workshops during each project to make sure knowledge transfer is happening. Custom scheduling and operational spreadsheets, etc., are handed over during the engagement.

We answer your FAQs



Q How do we get started with Duggan Associates?

A There are two options:

- 2-day planning visit.
- If you have experience with lean processes, we can jump right in with our first value stream design. We can facilitate a diagnostic process via video conference to determine which design methodology is the right fit for your business (High Mix Manufacturing, MRO, Engineering, etc.) and then proceed with the design workshop. This will yield a future state design and detailed implementation plan, setting you on a clear path to your future state.

Q Have you worked with our industry before?

A Duggan Associates has been in business for over 20 years, and we have worked across a huge variety of industries. There are certainly industries where we have more experience than most operations consultants, such as Aerospace and Defense, MRO, Oil & Gas, Engineering, Shipbuilding to name a few, **but the common denominator is complexity.**

Duggan Associates thrives in a complex and unpredictable world. Most lean consultants try to turn your factory into an automotive factory with their methodology dependent upon you producing millions of the same product year after year. Instead, we embrace complexity in terms of mix of orders, variable demand, many parts having to be routed through shared resources, etc.

Our business was founded with the book *Creating Mixed Model Value Streams*, which is still the world's leading authority on the topic. Whether you're servicing an aircraft and don't know what the next task will be, or dealing with unpredictable customers ordering completely custom parts, we are the right source of knowledge and education for you.

Q We want to implement Operational Excellence across our whole business, not just Ops or Manufacturing, can you help us?

A Yes, we have material dedicated purely to office-based functions. Again, the material is meant to handle complexity, the transactional parts of sales and accounting may be a good place to start, but we are very happy to get stuck into the complex world of Design Engineering, Legal, High Value Sales Processes etc. Our office material is licensed to several Fortune 500 companies and deployed throughout the world.

Q Can you help us become self-sustaining with Operational Excellence? How are results sustained once you leave us?

A Most of our clients want to know what happens when we leave (which we will). Duggan Associates is happy to offer Train-the-Trainer modules and licensing of our material to clients who have gone through an implementation with us. We will not sell licenses to our core material unless you have worked through it with us on a real project. We value our brand and reputation and that means we need the chance to teach the material, coach you as you deploy it, and then educate you to make sure you can teach and lead it effectively. This ensures our material will remain effective, whether it's us teaching it, or you teaching it with your own in-house experts.

Q How are you different from other consultants?

A There are many differences between us and the competition, many of which are laid out in this document (most clearly in the chart a couple pages back). But the key is that everything we do is based on the idea of sticking to a proven design process to achieve specific goals, not following the vague notion of continuous improvement.

Where other companies prepare current state value stream maps and then run brainstorming sessions to improve them, we teach you a set of design criteria that can be applied to the current state to yield a future state.

This makes the process repeatable, teachable, and yields the best possible future state flow. We also work directly on your business processes with you, to apply our methodology, rather than just teaching it to you to apply on your own.

Additionally, this approach is repeated over and over again, through our Mixed Model, Shared Resources, Business Process, Supply Chain, and all our other workshops. You learn repeatable and teachable design tools. We have a well-defined process that works. Most of our competition does not.

Q How do you charge for your services?

A No contracts. No catches. We will work with you to design a program of education and implementation support that is the right fit and intensity for your business. We will apply our daily rate and you will be able to see the cost clearly and simply. If you want to expand the project, you can forecast that cost using the rates we have provided. If you are getting ahead and will complete your project early, or your project has been interrupted and you need to slow down, it's no problem; there is no contractual obligation to use the days we have budgeted together. We simply ask that you give us 2 weeks' notice before cancellation. We firmly believe that doing a good job will lead to you inviting us back; no need to rely on contracts. This is why 90% of our business comes from referrals.

**Have a question
that's not listed
here?**

We imagine you might.

Reach out to us to start a conversation. We vow to have a constructive conversation about your goals and frustrations to date, and not pitch you on our offerings.

CONTACT US

Moments when our clients realized they needed Duggan:



When you learn that we can handle the mix.

Traditional lean material left a lot of unanswered questions for companies with thousands of part numbers, infinite routing possibilities, and unpredictable demand. This is our specialty. We are geared to create a lean flow even when your business is extremely complex.



When you learn that our office product is different to our manufacturing product.

Too many people have seen lean fail in the office. Most often this is because someone has tried to teach a Graphic Designer why they should work like they're on an auto production line. Our approach to office based functions is unique to... Office Based functions. We have team members focused on offices, and we will engage and deliver.



When you learn that it's about end-to-end value stream flow rather than point improvement.

Many companies create a pocket of excellence with a lean consultant but wonder why they are still fielding complaints about late orders. We focus on end-to-end flow and creating a Customer Delivery System that guarantees on-time delivery. We connect the dots with you.



When you learn that we can eliminate the scheduling of every process.

Much of the chaos in your operation is coming from scheduling too many points. One thing changes, 25 processes need to be re-scheduled. Not with Duggan Associates; we will teach you how to design Mixed Model Pacemakers and welcome you to the world of scheduling only one point. Everything else is connected in flow.



The idea of being able to see what's going on with your workflow without having to ask questions.

Everyone should be able to see the flow of value to the customer and fix that flow before it breaks down. This means less management intervention and firefighting; which means more time to work on growing the business.



When you learn that we teach what we do by applying it directly to your processes by working through real scenarios.

This carries the dual benefit of actually improving your processes and teaching you how to continue to manage your uninterrupted flow once we leave. Clients get to educate their team while generating a tangible output for the business. Not only has knowledge transfer taken place (a key driver of sustainment), but the team has designed their own value stream and has a strong sense of ownership.



Addressing possible objections to taking the next step with Duggan:



Your objection:

You're unsure about the quantitative impact our partnership will bring to you.

Our response:

This is an important question to answer and one that is demonstrable if you do not head down the "continuous improvement" path.

In order to build some specific metrics to hold this process accountable:

STEP 1

would be to host a 2-day assessment: Spend two days with Duggan Associates on-site to review the current state of your operation, and developing a plan for re-designing a flow based on the principles of Operational Excellence. We will provide a clear path, which will transform value streams in the right order, to create a Customer Delivery System capable of meeting your customers needs, day in, day out.

STEP 2

would be acknowledging the ultimate outcomes we're building toward, which are:

- Always delivering on time for your customers.
- Reducing lead time – hard targets developed on future state value stream design and committed to...
- Increasing productivity – increased uptime, changeover reductions, less waiting for tooling and material, and the list goes on...



Your objection:

You are waiting to hire a new OpEx / CI leader or a new plant manager and want to get that person on board before you start this process.

Our response:

While this feels like a valid reason to delay, the foundation of our principles is not based upon opinions or style. Our approach is based on the objective realities of your production process and follows the necessary principles to create uninterrupted autonomous value stream flow in your facility. Your new person will be able to join the transformation when they come on board. We can show them the math; no need to change the trajectory when the outcome is clearly visible.



Your objection:

You believe your best starting point is with something more straightforward such as 5S.

Our response:

It is very common to want to start in a place that feels more familiar and “lower commitment” than a larger engagement. However, many of these narrowly focused events and exercises isolate efficiencies, only to create issues in other areas of your production process. These events also do not teach your team how to sustain this level of productivity after the initial excitement wears off and Duggan is no longer guiding you along.



Your objection:

You want to have more technical conversations about the complexity of your business before making a decision.

Our response:

In order to get specific about your business' opportunities, goals, and priorities, take the time to answer the following five questions for our initial discussion so that we can speak to your specific situation and spend less time acclimating to your business details.

(We can also bring case study examples to our first discussion if you're able to arm us with this information ahead of time!)

- 1** Do you make or manufacture parts or products?
- 2** Do you service or overhaul parts or products?
- 3** Do you make parts that then feed into a larger component that you sell, or that become part of a larger build that you then sell?
- 4** Are you a high-volume manufacturer?
- 5** Do your parts or products move down an assembly line, or do they generally stay in the same place while being built (or perhaps they move infrequently)?

Not sure where to start or what your first step should be?

Start with our 2-day assessment to clarify how we would work together and how this would effect your customer delivery.

Regardless of where you are in your operational journey, we can help you create uninterrupted productivity so you never break a promise to your customers.

This is a non-committal 2-day session to provide you with the following deliverables that will allow you to make the best possible decision whether or not to pursue a partnership with Duggan.

What does a Duggan Assessment deliver to you?

- ✓ Determine your destination and goals as a business.
- ✓ Analyze your process and plant layout.
- ✓ Analyze flow of materials and information.
- ✓ Develop Product Families which will inform value stream design.
- ✓ Clarify your next steps *without committing to a long-term engagement with Duggan.*

Let's start with a quick discussion

Reach out to us to start a conversation. We vow to have a constructive conversation about your goals and frustrations to date, and not pitch you on our offering.

CONTACT US

DugganAssociates
LEAN INTO OPERATIONAL EXCELLENCE