

# Operation Improvement Inc.

## *Operations Turnaround Management*



# Who We Are

- We are proven and professional problem solvers with decades of experience, and a wide variety of complementary specialties including:
  - *Management, Industrial Engineering, Training and Professional Development, The Sale, Acquisition and Merger/Integration of Operations, Information Technology Development and Integration, Call Center Operations and Customer Service, Back Office Systems, Manufacturing, Assembly, Packaging, and End to End Business Metrics.*
  - *.*
- ***We solve*** organizational, motivational, process and technology ***problems*** that can limit your company's success.

# *What We Do*

- Our Conceptual Approach
- Real Processes By Design
- Relevant & Actionable Metrics
- Hands-On Execution
- Policy-Driven Technology Integration

# *What We Do*

- Our ***Conceptual*** Approach
  - We organize and preserve critical business knowledge around easy, teachable ideas.
  - *We identify crucial business management “levers” that returns control of your operation to you.*
  - We do not rely on technology to create order out of chaos. *Technology should reflect business design.*
  - ***Simple ideas empower. They make it easier to do business, for customers and associates!***

# Operation Improvement Inc.

## *A Simple Illustration*

### Conceptual Model of Business Knowledge

- We Make **Shirts.**
- They Are Available in:
  - *Six* **Colors**
  - *Three* **Styles**
  - *Twelve* **Sizes**
  - *Two* **Fabric Blends**

### The “*I Don't Need To Know*” Approach

- We Sell 432 Different Part Numbers.
- No Two Products Are Alike.
- We Search The Inventory & FAQ Database Based On Customer Requests. A “*configurator*” program helps some



# *Who Benefits – Simple Ideas*

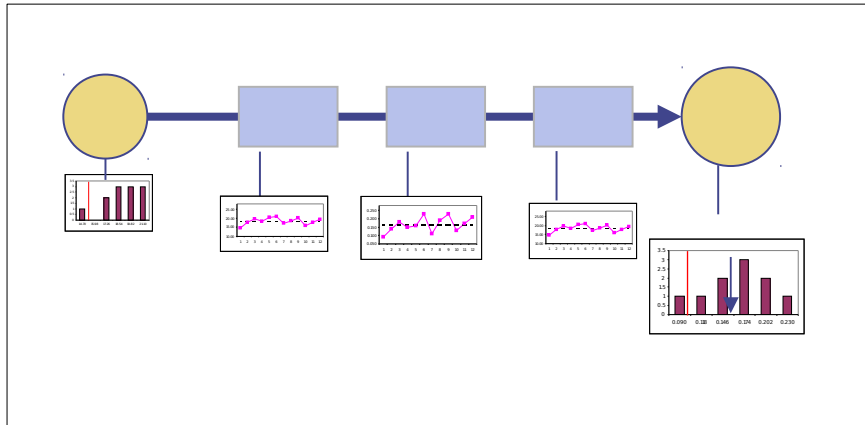
- **Fact:** Both Capital Intensive Businesses And Labor Intensive Businesses Benefit.
- *Three Great Case Results:*
  - Reduced a machining operations job setup time from four hours to ***fifteen minutes***.
  - Turned around customer satisfaction scores for national infrastructure support *the first week* after implementation.
  - *Just one simple idea for managing a staffing & placement business totally transformed one company's bottom line!*

# *What We Do*

- ***Real Processes By Design***
  - We start by identifying desired outcomes, then build our work model.
  - We dig deep into *cause-effect* relationships: *knowledge dependencies, decision dependencies, action dependencies.*
  - We eliminate decision boxes to **create *intentional methods* capable of *predictable products and services* at a *predictable cost.***

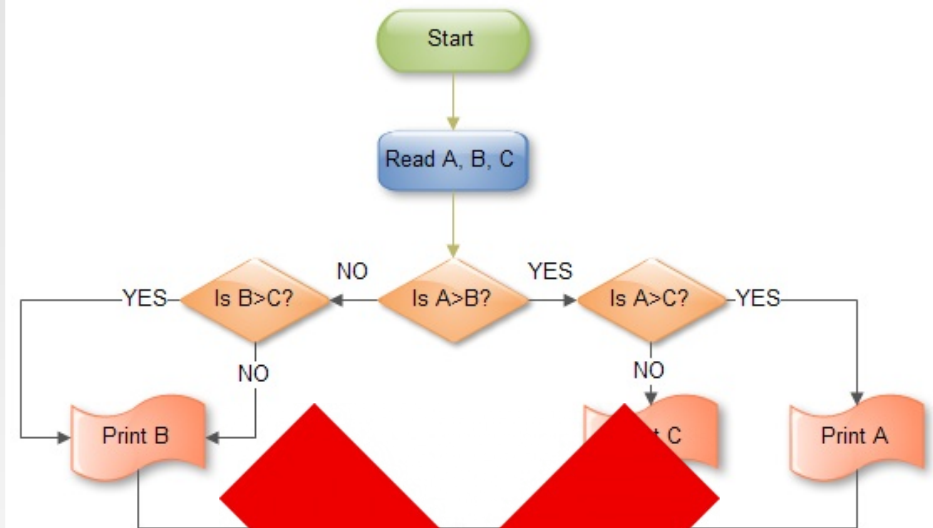
# Real Processes By Design

- *Design Approach*



**CORRECT. CONSISTENT. CAPABLE.**

- Documentation Approach





# *Who Benefits – Designed Processes*

- **Fact:**

**Customer Contact & Service Centers Get Performance And Cost Benefits From *Real* Process Design.**

- Higher customer satisfaction
- Fewer escalations, *Managed* escalations
- ***Reduced variation in contact time***, service & quality
- Higher agent utilization rates, increased service capacities, and lower costs per call
- Faster assimilation of new agents
- *And more!*

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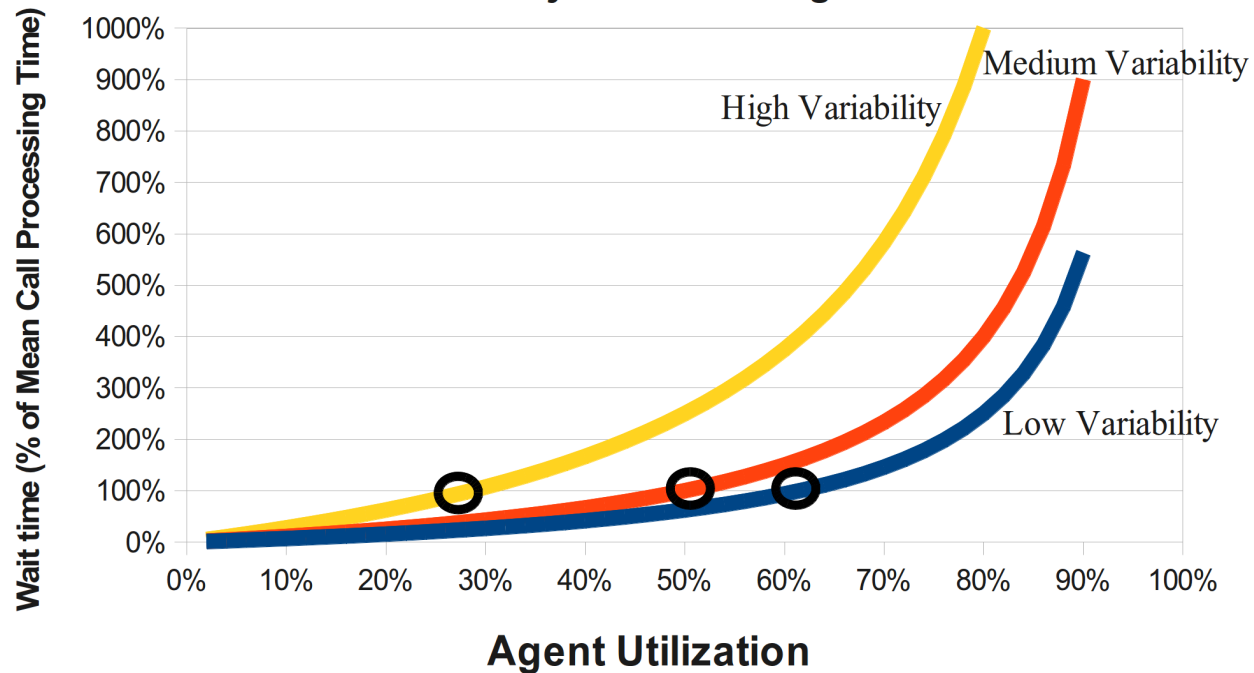
## *Real Processes By Design*

### The Math Behind Service Business Process Design

*As Agents Get Busier....*

**Wait Time Exceeds Call Processing Time**

***Increased Variability Makes Things Much Worse!***

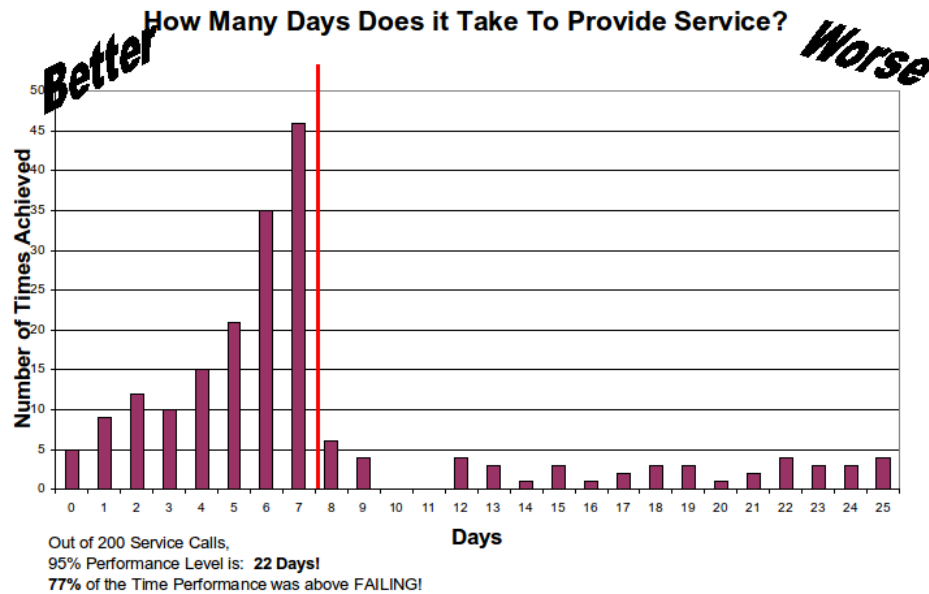


# *What We Do*

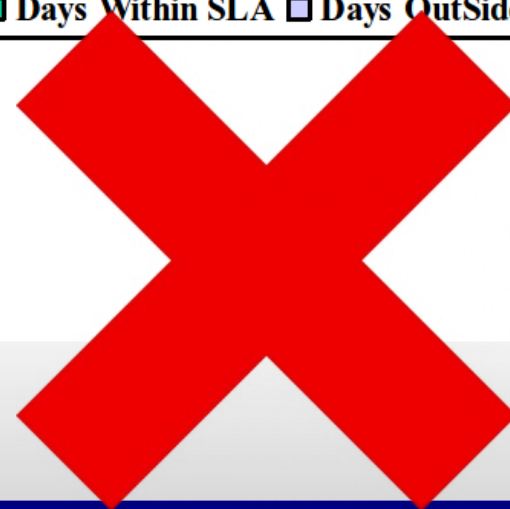
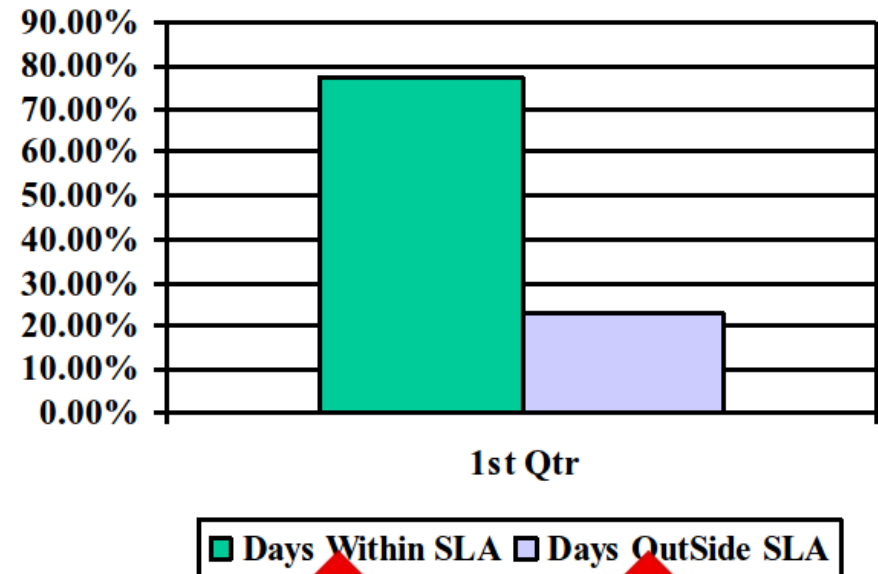
- ***Relevant & Actionable*** Metrics
  - Our approach ***highlights individual outcomes*** and outliers in ways that conventional KPI metrics, SLAs and specification limits cannot.
  - Our integration of metrics with process gives associates ***early warning mechanisms*** that flag change before performance is critically impaired.
  - Management, supervisor, and associate metrics are different. *Good metrics in the wrong hands will drive undesired behavior! (The “Good Trooper” Effect)*

# Relevant & Actionable Metrics

## ■ Performance Charts



## ■ SLA Approach



# *Who Benefits – Actionable Metrics*

- **Fact:**

**BEFORE** metrics re-engineering:

- One company's *managers scored higher scores for poorer performance! Metrics drove results in the wrong direction.*

**AFTER** metrics re-engineering:

- Our process & performance metrics created an accurate measure of continuous improvement, *rewarding desired outcomes.*

# *What We Do*

- ***Hands-On*** Execution
  - We work with operations management and associates to help them succeed.
  - Training and sustainment coaching and workshops are an integral part of our approach to organizational change.
  - We don't write voluminous white papers and leave abstract, floating ideas behind for others to attempt to implement.
  - Our plans are *action plans*, tasks and objectives that we are prepared to help your business associates accomplish.

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## *Hands-On Execution*

- *Training & Coaching*



- Document & File It Approach



# *Who Benefits – Hands-On Execution*

- Fact:

*A hands-on approach involves associates and helps them overcome inertia and other obstacles to change.*

- Good advice gets *follow-through*.
- New methods are understood and mastered by associates.

*White paper* approaches rarely have the organizational impact management wants.

- Good advice is not acted upon.
- Associates develop a cynical “tried it and it didn't work” attitude to any new challenge to the status quo.

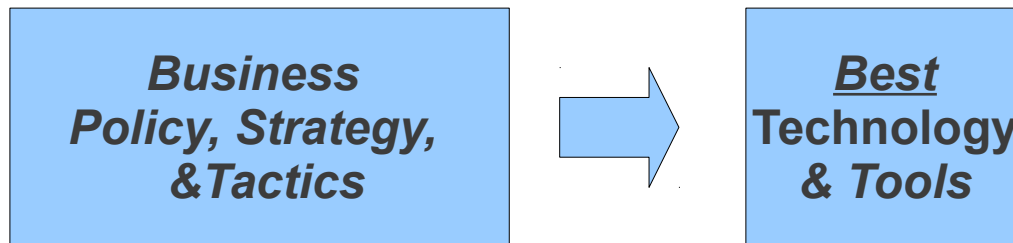


# *What We Do*

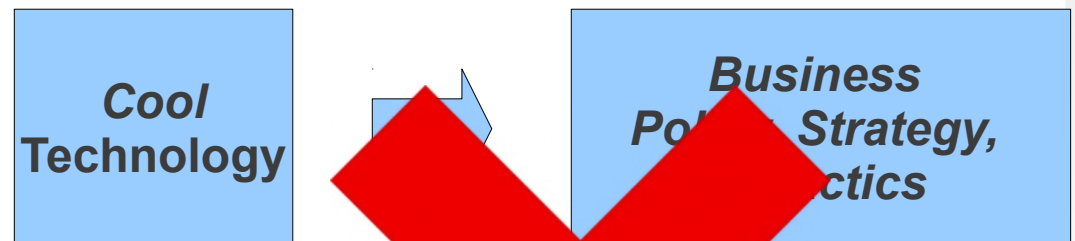
- ***Policy-Driven*** Technology Integration
  - Operations problems are often *wrongly* blamed on existing technology or on “human error”.
  - The next new gadget is often mistakenly seen as the *silver bullet* that will make an inefficient operation strong and productive.
  - **Policy and a clear operations mission determine what tools are needed and how they are to be used.**
  - *Better utilization of legacy capital investments is only one of many benefits!*

# *Policy-Driven Technology Integration*

- Right Tools For The Job



- The “*Silver Bullet*” Approach



# *Policy-Driven Technology Integration*

- **Fact:**
  - Most IT organizations and most manufacturing engineering teams are too eager to recommend large capital outlays. Little thought is given to existing technology optimization and sustainment issues.
  - Flawed purchase decisions are made by weighing associate preferences and wish lists against cost, with insufficient thought given as to how soon and in what way the new tools will contribute to operational effectiveness.
  - *A systematic acquisition and redeployment strategy can double the useful life of capital purchases.*

# *What We Do*



## ■ **Summary**

- *Our approach is the mature product of decades of experience, and not a branded, packaged and franchised version of the latest business fad.*
- Our methods have sound foundations in:
  - *Project & Process Management*
  - *Statistical Quality Techniques*
  - *Sound Operations Management Principles*

# Operation Improvement Inc.

## Operations Turnaround Management

**Don't wait** to tackle the problems that are limiting your company's success.

Call us while the problem is still small, or call us at the 11th hour - but call before it is too late. Let us help you achieve a rapid turnaround.

**Callback Desk:** (800) 961-9682

**Email:** [mail@OperationImprovement.com](mailto:mail@OperationImprovement.com)