

Operational Excellence Solutions

Quality



Speed



Efficiency



Cost



Innovation
Turning ideas into value

Who are we?

The Operational Excellence Team has been established to help Northern Ireland businesses improve their competitive advantage by increasing their productivity and profitability. Our approach is results driven, adaptable and proven to deliver significant benefits in the performance of people, processes and operations across all sectors and sizes of business.

We provide practical engagement across the entire enterprise from boardroom to shop-floor to improve and transform operations to drive quantifiable and sustainable benefits. This approach helps businesses maximise their available resources to become more competitive, efficient and profitable, in other words making the work – **Easier, Better, Faster, Cheaper**.

The team is part of Invest Northern Ireland's Skills and Competitiveness Division. All team members have a wealth of **commercial experience and expertise** in a diverse range of manufacturing and service businesses. We are experienced Lean and Six Sigma practitioners who offer advice, on-site project scoping and management, coaching and mentoring.

- We help identify Performance and Process Improvement opportunities
- We facilitate Productivity Improvement and Supply Chain Improvements
- We support customers to embed a culture of continuous improvement
- We offer workshops, specialist advice, mentoring and coaching, and best practice events that demonstrate how to get the most out of available resources

How can the Operational Excellence Team help you?

If you are experiencing any of the following or other issues relating to your product or service delivery, we will work with you to implement improvements and solutions:

- Poor quality
- High or increasing levels of rework
- Poor delivery performance
- Project over-runs
- Supplier management issues
- Stock/Inventory management issues
- Capacity constraints
- Variation in output
- Increasing costs
- Increasing energy usage and costs
- Bottlenecks in product or service delivery
- Space utilisation/poor workflow
- Growth pains
- Long/lengthening lead times
- Increasing complaints
- Equipment breakdowns, unreliability
- Responding to changing customer requirements
- Investment but no corresponding performance improvement

Addressing non value-adding activity within business processes can typically result in a productivity improvement of at least **25%-30%**. Our support and approach has been proven to deliver this level of improvement.

If you are **committed** to developing and embedding the required skills, infrastructure and behaviours for implementing and sustaining these changes and improvements we have developed a structured and comprehensive framework of support.

What level of commitment is required?

A prerequisite for success is to have clarity around the commitment that people will be expected to make.

The business leaders need to be willing to show their commitment to the journey and to demonstrate constancy of purpose. As you work with us through the Operational Excellence journey the commitment needed to develop the 'right' culture will grow. Leaders need to apply energy, attention and resource to the critical activities to 'make it happen'. Key to the success of the journey is that it embraces a new way of working that is central to every meeting, activity, discussion and decision that occurs.

Who is eligible?

Support is available to all Invest NI customers regardless of size or sector.

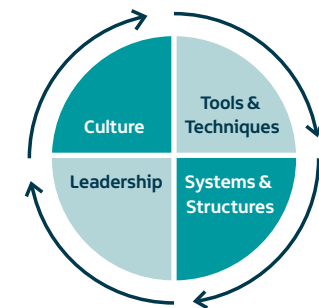
General advice and some information sharing workshops are available to the wider business community. The training workshops are ideally suited for anyone with responsibility for driving improvements in their business.

Intervention Framework

We recognise that leading and delivering improvement and change is difficult. We also understand that in order to sustain the improvement and change we have to take into account broader people issues and organisational challenges. To facilitate this we have developed a comprehensive yet adaptable support framework.

Proven to work across all businesses and sectors, we tailor our approach to focus on what the business is aiming to achieve. We engage with people closest to the issues to generate constructive ideas for improving ways of working thereby nurturing a continuous improvement culture.

Our aim is to develop your own internal capability to deliver on-going sustainable improvement. We achieve this through a combination of training, coaching, mentoring and exposure to best practice. Providing people with the tools and techniques to drive improvement, having the correct and appropriate structures and systems that enable people to engage and use those skills on an on-going basis.

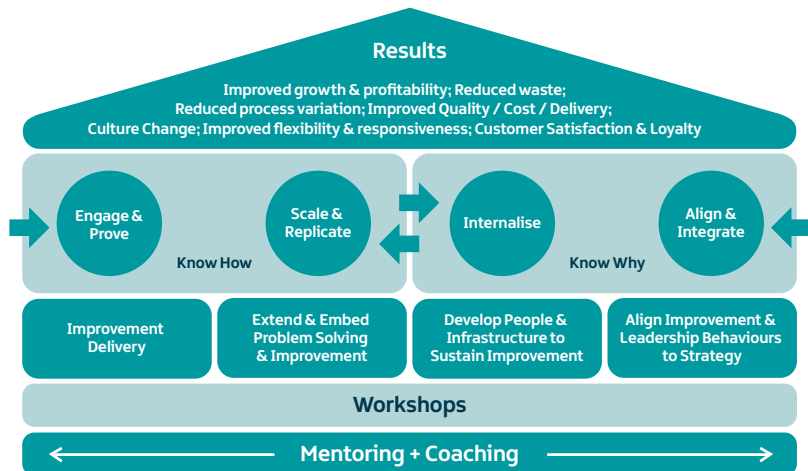


This needs to be supported with leadership behaviours and actions aligned to the longer term goals of the organisation and improvement priorities, which will facilitate the development of a culture of introducing new paradigms through a continuous improvement environment.

Depending on your exposure to and knowledge of Operational Excellence the team will help you determine the best starting point. Regardless of where you commence, your engagement with us will require an increasing commitment to continuous improvement. This will allow you to embed and sustain the improvement journey.

There is no right or wrong place to start, you may want to start by engaging and getting buy-in from all leaders to develop the culture (leaders get the culture they deserve) and introduce the necessary structure and systems i.e. a Strategic engagement. Conversely you may want initially to get your people involved in implementing changes and improvements to issues or constraints you are experiencing, i.e. a tactical engagement, or a combination of both.

Regardless of where you are and the direction you want to take, our coaches will work with you to understand your needs and challenges, and scope out an appropriate roadmap for your business.



Tactical

Engage & Prove:

Facilitation of effective improvement and waste elimination projects that deliver a significant return on investment / impact on performance on priority issues while engaging your people. Typically focusing on issues related to quality, cost or delivery we build on some of the underpinning principles, tools and techniques taught at the workshops.

Who: Initially we will require staff who are in positions to make decisions and implement changes i.e. Manager / Supervisor, subsequent attendees can come from all areas of the business.

Scale & Replicate:

As you roll out this approach across different areas of the business to address improvement opportunities in all areas of the company or in the extended value stream, you will need to think about introducing a company-wide improvement process and structured problem solving. The aim is to create a cadre of problem solvers so that the business has a pool of problem solvers to address problems and action improvements as required.

Who: Initially we will require staff who are in positions to make decisions and implement changes i.e. Manager / Supervisor, subsequent attendees can come from all areas of the business. It is recommended that as attendees of the workshop complete the projects they become a coach for a subsequent team – Train the Trainer.

Strategic

Internalise:

Responsibility and ownership for on-going improvement must lie with Operational / Front line managers. This step is about developing the capability of your Operational / Front line Managers to take responsibility / ownership for on-going improvement while introducing the supporting structures and systems. Areas addressed include visual metrics / KPI's, Daily Continuous Improvement, Leader Standard Work, Daily Management meetings and boards etc.

Who: Operational, Front Line managers or supervisors, those responsible for driving continuous improvement.

Align & Integrate:

The focus here is to align improvement activities to Strategic Goals to drive customer satisfaction and business growth. Alignment of Leadership behaviours, actions & improvement activities with Deployment of Strategy to drive customer satisfaction and support business growth.

Who: Senior Leaders, Senior Management Team.

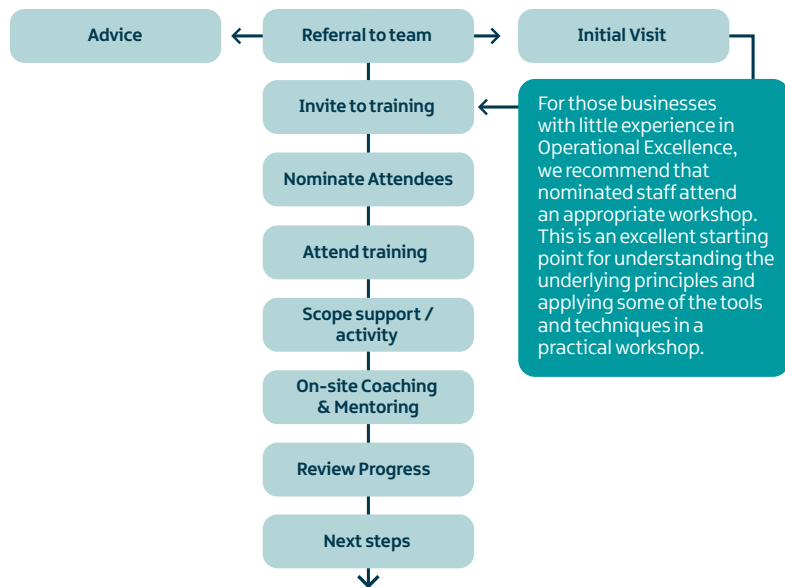
How we work

We focus on developing capability within the businesses we are engaged with to facilitate sustainable improvements. We offer advice, on-site project scoping, project management, mentoring and coaching. We also deliver workshops which can either be generic or bespoke depending on the company needs.

Depending on your needs our engagement can include any of the following:

- Advice
- Diagnostic
- Awareness raising
- Training
- On-site support, Coaching and Mentoring tailored to business needs
- Access to best practice

The diagram below outlines the initial process from first referral/enquiry:



Customer Feedback

“The bespoke nature of support was very effective in meeting our company’s needs.”

“One to one coaching and mentoring was extremely valuable.”

“Our competitiveness and sustainability has increased.”

“Our business has demonstrated a cultural shift towards continuous improvement.”

By making changes and improvements across its supply chain a large manufacturing company achieved direct customer savings of over £1 million, a 33% increase in delivery performance and savings of £500k from a new parts kitting service.

A service organisation increased profits by 21% by removing significant waste from its processes. This was achieved by improving involvement and communication across the staff and introducing a culture of continuous improvement.

Working with the staff at a manufacturing plant the changeover time on a machine was reduced by 60%. This produced significant savings and helped the company to increase capacity while standardising its key processes. This changeover success is being cascaded to other machines resulting in further capacity improvements.

Financial Return on Investment
£14:£1

Saved over
£1 million

Increased Profit
21%

Machinery changeover reduction
60%

Experience the benefits of our Operational Excellence Workshops

We deliver a variety of workshops which can either be generic or bespoke (delivered on-site) depending on the company needs.

Please note that the workshops should not be seen as a training event. The workshops form part of an **improvement intervention** for your company and come with support either side of attendance at the workshop. Following attendance at the training you will have the opportunity to receive on-site coaching and mentoring from the team to address specific improvement opportunities within your business.

Attendance at any workshop will require preparatory work in advance of the workshop; during the workshop you will be expected to complete a '**Learning Action Plan**' that will be reviewed back at your workplace and used to scope the improvement intervention and support.

These workshops are ideally suited for anyone with responsibility for driving improvements in their business. If you would like further information or would like to enquire about attending any of the workshops please see our Operational Excellence Workshops PDF or email kathy.loughlin@investni.com

Workshop Overview

Lean Fundamentals

This workshop provides attendees with insights on Lean principles, tools and techniques which have been developed by experienced industry practitioners. Using simulations and exercises the workshop will cover the practical application of the tools using a work based environment.

Lean for Services

This workshop provides participants with practical insights on how to apply Lean principles, tools and techniques within a service operation or support function.

Supply Chain Fundamentals

This workshop is designed to provide participants with practical insights on how to manage suppliers more effectively.

Single Minute Exchange of Dies (SMED)

This workshop introduces participants to the concepts and methods that lie behind Single Minute Exchange of Dies (SMED) a system for dramatically reducing the time it takes to complete equipment changeovers.

Total Productive Maintenance (TPM)

This workshop introduces the concepts and methods that lie behind TPM. Using tried and tested methods, delegates will learn that TPM is much more than a maintenance technique and understand how it can become an organisation-wide improvement methodology.

Practical Problem Solving using the A3 approach

This workshop introduces delegates to the 8 steps involved in problem solving and supporting root cause analysis tools and techniques.

Daily Kaizen

This workshop is modelled on the Team Leader/Manager role as defined by best practice. The emphasis is on coaching, motivating the team and driving improvements through enhanced communication and engagement.

Leaders Kaizen

The workshop has been designed to assist senior leaders/decision makers in the organisation to implement daily continuous improvement as well as provide a framework to successfully develop, deploy and implement a business strategy that everyone is engaged with.

Lean CI Project Management

Based on the principles of effective project management, this workshop is focused primarily on their application against continuous improvement activities and projects and the creation of an effective Mission Control area using visual project management.

Kata Coaching (under development)

Kata are routines to develop good practice and behaviours. This workshop will introduce the practical application of the Improvement Kata and Kata Coaching.

For the full range of available advice and support visit **investni.com** or call us on **0800 181 4422**

If you require this document in an alternative format (including Braille, audio disk, large print or in minority languages to meet the needs of those whose first language is not English) then please contact:

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