# 90-Day Turnaround
# What, How, Why

Presented by: Sanjeev Gupta, CEO
Realization Technologies

# THE 90 DAY TURNAROUND

## WHAT, HOW, WHY

Presented by: Sanjeev Gupta,
CEO Realization Technologies

# EVERY INDUSTRY

AND EVERY COMPANY

WITHIN THE INDUSTRY

# CREATES VALUE IN ITS OWN UNIQUE WAY

# PRINTED CIRCUIT BOARD ASSEMBLY

# HOSPITALS

# MAINTENANCE AND REPAIR

# CONSTRUCTION

**WHEN ASKED TO IMPROVE:**

- Lead times
- Productivity

…we immediately get down to the technical process.

Assumption

01 - 02 - 03 - 04 - 05

Δ01 + Δ02 + Δ03 + Δ04 + Δ05

***= Δ OVERALL***

TECHNICAL
TOUCH TIME

**VS**

TOTAL LEAD TIME

TECHNICAL
EFFORT

**VS**

WORKER/MACHINE
CAPACITY

TECHNICAL
MANAGEMENT

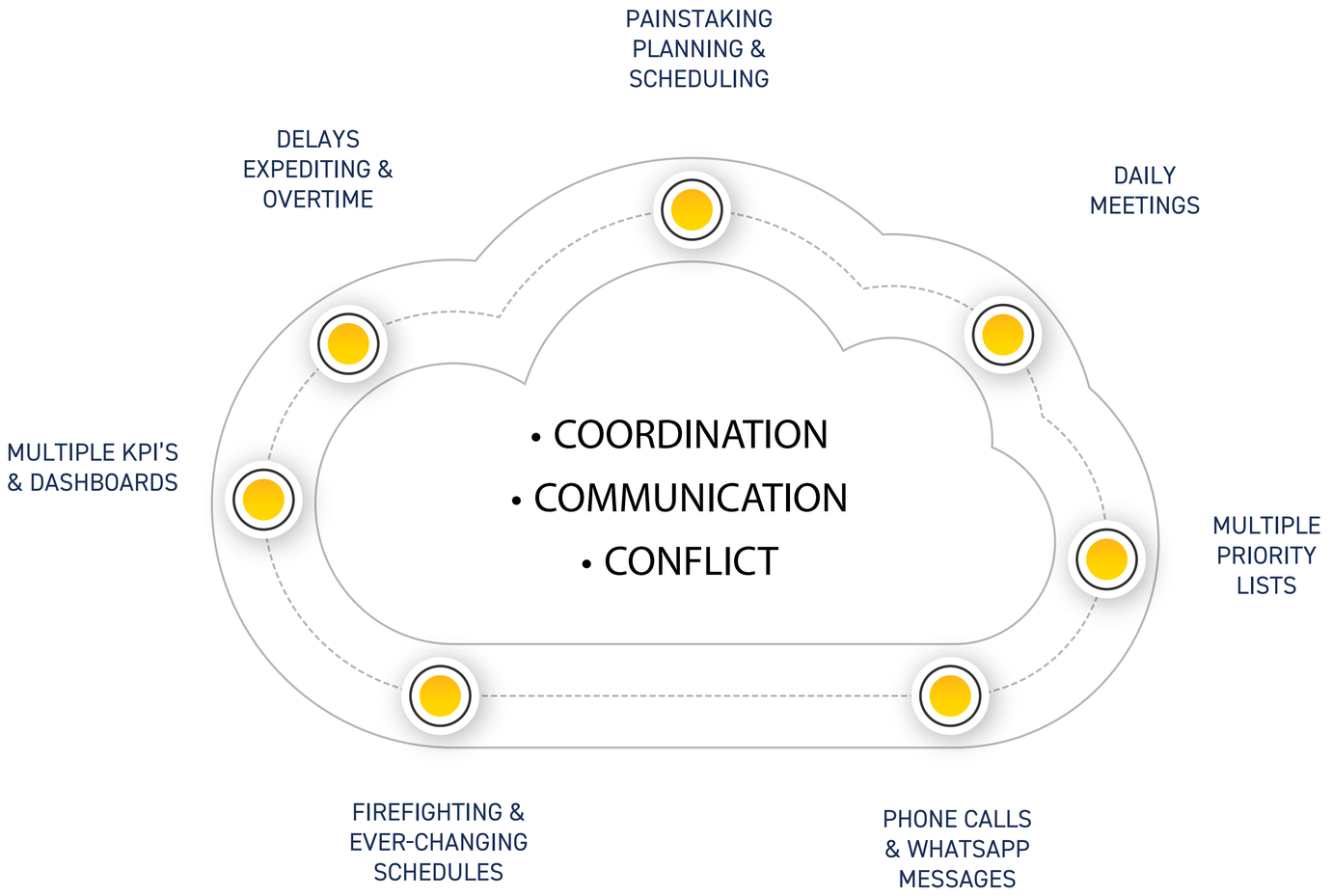
**VS**

MANAGEMENT
CAPACITY

**Leverage is not in the technical process**

Every industry creates value in its own way,

but the pattern of inefficiency is the same across all industries.



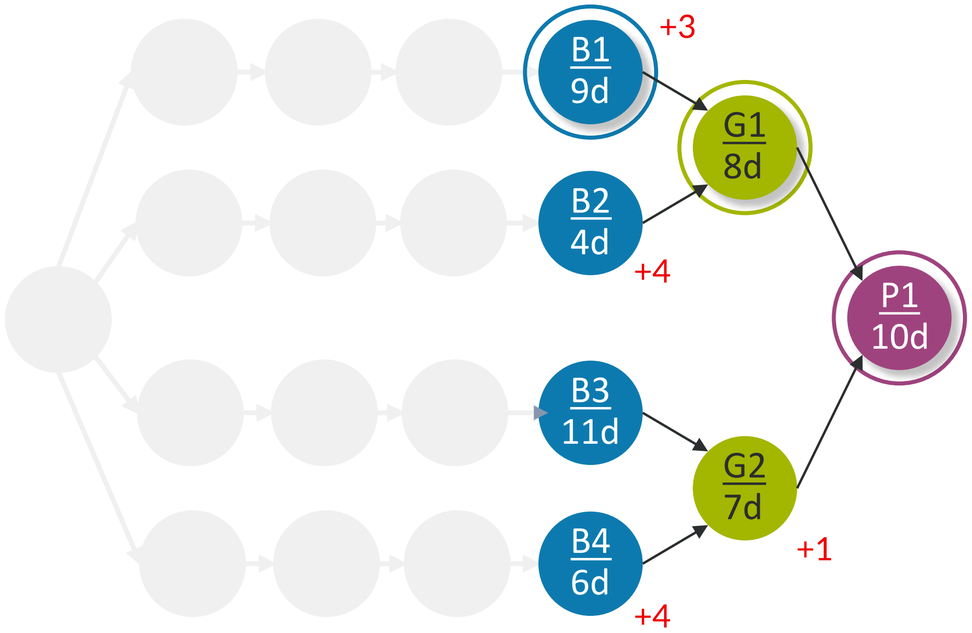
# INTRINSIC DIFFICULTIES

1. COORDINATION
   - Finite resources
   - Uncertainties
2. COMMUNICATION
   - $2^n$-1
3. COLLABORATION
   - Conflict between silo objectives

ILLUSTRATION

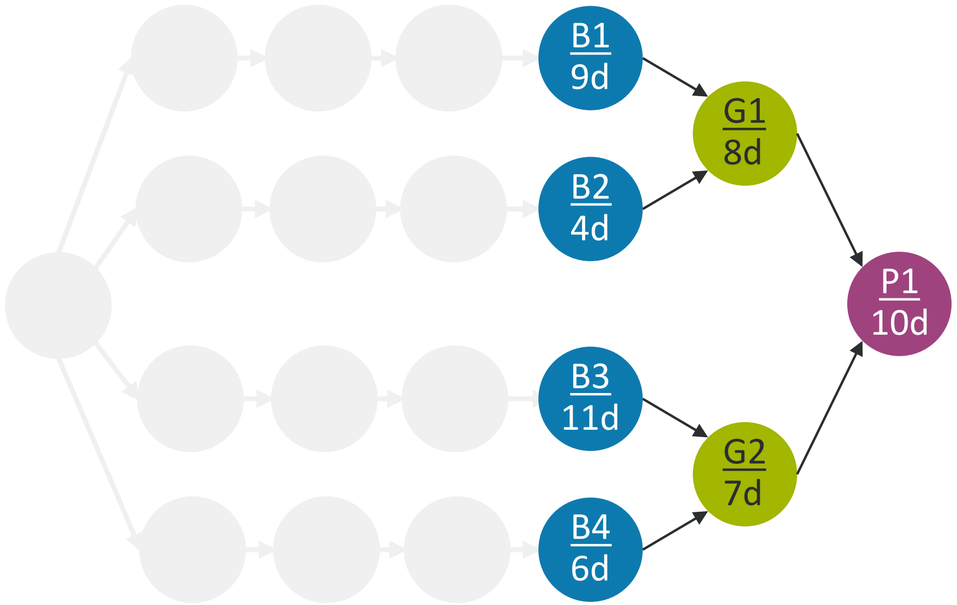
# AN ULTRA SIMPLE PROJECT

## IMPACT OF DELAYS AND CHANGES




PLAN: ..... 28d
ACTUAL: ..... 30d

# AN ULTRA SIMPLE PROJECT
## IMPACT OF LIMITED RESOURCES




AVAILABLE RESOURCES

2 Blue 1 Green 1 Purple

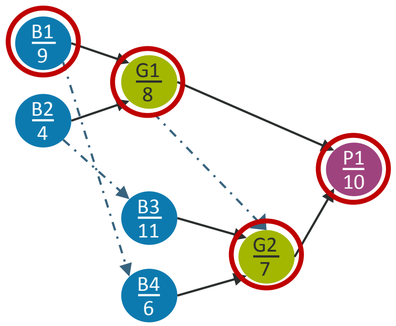
12 POSSIBILITIES!

# A WIDE RANGE OF OUTCOMES

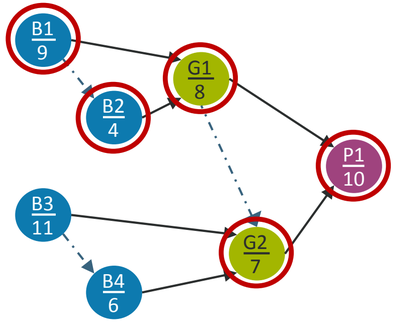
**Range: 34d to 40d**

| OPT. | RESULT |
|---|---|
| 01 | 34 days |
| 02 | 36 days |
| 03 | 37 days |
| 04 | 38 days |
| 05 | 38 days |
| 06 | 38 days |
| 07 | 38 days |
| 08 | 38 days |
| 09 | 38 days |
| 10 | 38 days |
| 11 | 40 days |
| 12 | 40 days |

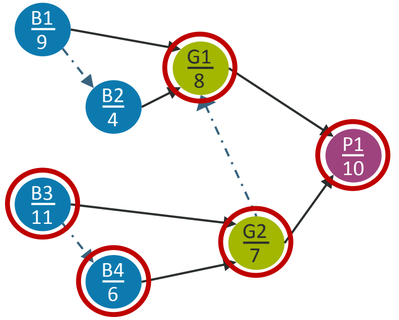
OPTION 1
Plan: 34d



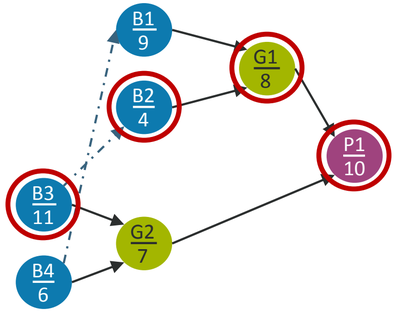

OPTION 7
Plan: 38d



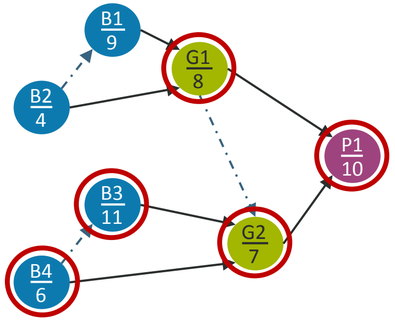

OPTION 11
Plan: 40d



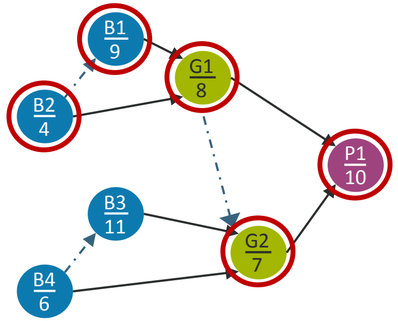

OPTION 2
Plan: 36d




OPTION 8
Plan: 38d




OPTION 12
Plan: 40d



# BUT WE MAKE SMALL PROBLEMS HUGE

# THE WAYS WE MANAGE AMPLIFY THE INTINSIC DIFFICULTIES

1. Instinctive Management
   - Keep resources busy
   - Start work ASAP
   - Cost based management
2. How we create execution schedules
3. Cost accounting
4. How we manage scale and complexity

# NOT THE SOLUTION

- More Process
- More IT
- More KPI’s

# SUPER-SOFTWARE A SOLUTION?

**UNKNOWNS**

**SCHEDULE VOLATILITY**

**DATA ISSUES**

INCREMENTAL

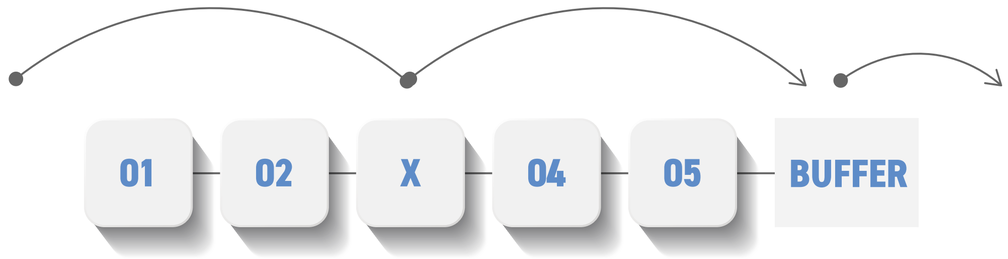
DISCONTINUOUS


INCREMENTAL


DISCONTINUOUS

# SOLUTIONS

1. Metered work release

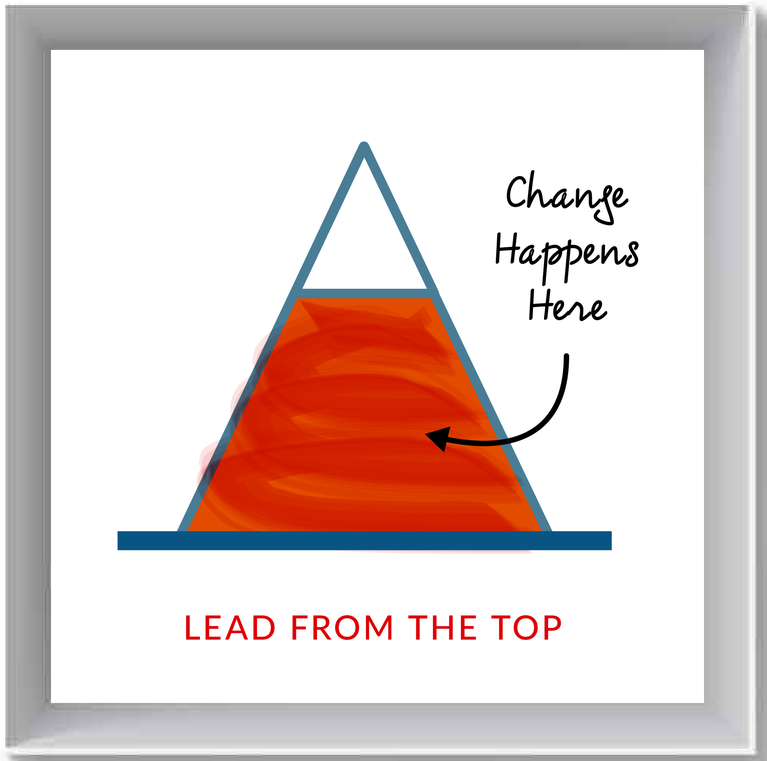



2. **Align execution schedules to customer demand**
   - Make to Order
   - Pull Systems (replenishment)
   - Agile (scope management)

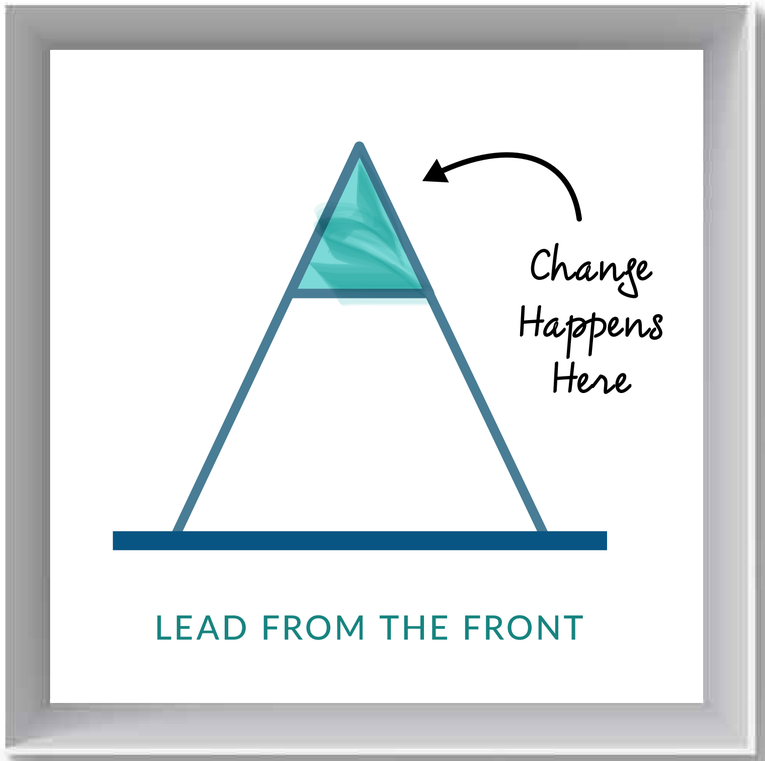
3. Cash Score

$$T - OE - \Delta I$$

4. **Organize for flow**
   - Full kitting
   - Cross-functional crews
   - Focus & finish plans
   - Moving assembly line
   - Kanban systems
   - …




INCREMENTAL




DISCONTINUOUS

# CEO / COO'S JOB DURING A 90-DAY TURNAROUND

THE ONE THING
Line up the dominoes

ALIGN DEPARTMENTAL KPI'S WITH CASH SCORE

THE KPI OF ANY LINK SHOULD BE BASED ON WHAT THE NEXT LINK NEEDS.

BOTTLENECK BUSTING

**EVERY COMPANY**

AS LONG AS THE DEMAND FOR ITS PRODUCTS IS THERE

**CAN GO FROM MARGINAL PROFITS TO HEFTY MARGINS.**