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# CTM

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CYCLE TIME MANAGEMENT

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# **CYCLE TIME MANAGEMENT INC. BUSINESS ASSESSMENT**

## **COMPANY OVERVIEW**

Cycle Time Management Inc. (CTM) was co-founded by William Neeve in 1986.

Initially, CTM was primarily an educational organization doing a great deal of "missionary" work in the field of business cycle time - a powerful, productivity improvement concept that, in 1986, was ahead of its time.

Today, CTM is a mid-sized firm, with our head office located at 2420 Meadowpine Blvd., Suite 100, Mississauga, Ontario. Our clients include both American and Canadian companies, large and small, in a wide variety of business sectors.

CTM has developed a comprehensive process that allows an organization, on a step-by-step basis, to create an environment and a means for change. Change that produces significant results in productivity improvement, employee empowerment and continuous quality improvement. Change that permeates the entire company and becomes a new paradigm for growth.

Often, we are categorized as "consultants", and we certainly compete against many different types of consulting firms; however, we are not consultants.

We are educators and facilitators - and both roles are quite different from "consultants" and "trainers".

Our people believe in building a lasting process, not delivering a series of programs, and their time and talent is focused on this singular goal. We know that if our clients' organizations are to compete in the years ahead they do not need "consultants" or programs; they need a totally integrated, internal process that improves productivity, quality, flexibility and the company's ability to change faster than the rate of change itself - and the management of that change is based on the concept of cycle time.

The expertise and services we provide for our clients cannot be consulted into their organization. They can only be learned, and then facilitated into the organization.

The objective is a total transfer of our knowledge and methodology and the integration of it with the knowledge and expertise within the clients' organizations. In the end, the clients' organizations have an independently operating and self-perpetuating process for change.

Our expertise is found in:

- The facilitation and integration of a unique 12 Step Process for the implementation of cycle time and continuous improvement.
- A broad based knowledge of manufacturing.
- The very best in educational and facilitation skills and techniques.
- An in-depth understanding of the links between operations, finance and activity based costing.
- A thorough grounding in the facilitation of strategic planning.
- A multi-disciplined team of professionals who have been with and worked with, world-class organizations.

## EXECUTIVE SUMMARY

CTM recognized the need to develop a methodology aimed at the largest cost reduction opportunity in any company – cycle time. The goal was to reduce the total business cycle time in the basic five cycle time loops within a company:

- Strategic Planning
- Make/Ship (Manufacturing)
- New Product Introduction
- Distribution
- Supply Management

In this way, businesses can drive overall costs down while increasing levels of quality, customer service and employee empowerment.

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**Business Improvement** starts with a comprehensive assessment that has three sections:

1. A Lean Gap Analysis
2. Best Business Practice Analysis
3. A Core Process Cost / Time Analysis

The Business Assessment provides a custom-tailored means of identifying an organization's strengths, weaknesses, problems and opportunities. It acts as a vehicle for gathering input and insight from people throughout the organization. The numbers and hard facts show where they stand and what can be achieved, while the "softer issues" are identified and set out in a positional analysis of strengths and weaknesses.

The Report includes:

- A positional analysis
- A readiness evaluation
- Cycle time improvement calculations
- Detailed cost savings
- Return on Investment projections
- An implementation road map
- Detailed cost calculations
- Required education
- A summary of costs benefits
- Required facilitation
- The top ten problems / barriers and opportunities

With this baseline, CTM will integrate what is already done well with a new set of operating practices, that offers a more efficient total Business Management System that will help to focus every employee on aspects of quality and best practices to drive towards increased profitability.

The Lean Business-Centered Approach incorporates the principles of lean manufacturing provided by the Toyota Production System Model and focuses on:

- Waste elimination
- Simplification of process-flow
- Integration of effort
- Efficiency of operations
- Profitability

CTM's clients have experienced tangible, quantifiable results far beyond their expectations:

- Inventories have been reduced by more than 70%;
- Working capital as a percent of sales reduced by 55%;
- Product warranty costs reduced by over 40%;
- Cycle time from order entry to ship reduced by 60%.

The CTM Business Assessment is a "blueprint" for implementing cycle time and continuous improvement into an organization. It provides the starting point for a comprehensive participatory process and the management of change.

## **THE CTM 12 STEP**

Change, risk assessment, new vision, restructuring, employee empowerment, reduction of non-essential activity and a significant increase in working capital are all a part of, and a result of a reduction in an organization's cycle time.

In order to achieve such results, an organization must have systematic, step-by-step methodology to which it can relate all activities and through which it can involve all employees - a means of integrating change and continuous improvement into the very fabric of the organization.

The CTM 12 Step Process can install a comprehensive approach to the reduction of cycle time and build the foundation for continuous improvement. It initiates a whole way of doing business that can produce dramatic results in less than a year through education, facilitation and a company's commitment to change organizational structure and traditional operating practices.

The CTM 12 Step Process can generate a business-wide evolution plan, which focuses directly on the reduction of the largest opportunity for cost savings in any organization - cycle time.

## **THE CTM ENGINEERED APPROACH**

Companies that require immediate improvement in their operating performance to meet quickly changing market conditions, stronger competition (China), the rising Canadian Dollar, or a stagnant workforce can choose the CTM engineered approach.

In this approach the CTM 12 Step methodology is modified to replace facilitation with action by example and all training is tied directly to current implementation activities "as needed". The employees remain key players in the implementation, are involved in the decision making process and will maintain and support the new system. However, the timetable is short, the goals and objectives are pre-formulated and the new vision is well defined.