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KEY REASONS FOR UNSATISFACTORY IMPLEMENTATIONS

by Bill Belt

We strive to bring the best expertise and experience available to implement and profit from improved manufacturing and logistic management systems, encompassing people, processes and computers. Recently I asked our worldwide partners what they found to be the key reasons why implementations don't produce the hoped-for benefits.



Jack Gips

Jack Gips: "The drive for instant success. Manufacturing companies will try anything that sounds logical because they want so badly to improve their performance. When someone comes up with a new idea, the philosophy goes out the window, while the "tricks" are implemented. If you don't implement the concept / philosophy, you are unlikely to be successful with the tools."

Graham Barton: "Customer Order promising based on a standard delivery leadtime. Seems to be common practice—probably a result of employing no planning techniques at all!"

I agree 100% with Jack and Graham. In my opinion, this is "the evil of the century" (le Mal du Siècle): short-cutting everything, including education. The pressure for speed from millions of new people in the economic mainstream thanks to globalization, from high demand on natural resources, and from the need to demonstrate shareholder profit each month, makes companies lose sight of the basics.



Graham Barton



John Dougherty

John Dougherty says it in a different way: "Chasing the latest fad, but giving up the minute the car goes around the corner."

Jack Gips calls this "Attention Deficit Disorder' :. Another big idea comes along, they drop the first one or let the two compete for the same limited resources until one or both fail."

John strikes another note when he says, "Impatience, expecting everything to be done in 3 - 6 months, with very few resources and no real cultural change." Implementation is about changing behaviour, which is a cultural change...a subject dealt with in our Technical Newsletter No. 63.



Bill Boyst

Bill Boyst finds culture change to be a major obstacle in companies and has his own solution for insuring that this obstacle is removed

"Before beginning an assignment with a company I require the president to write a personal letter to each employee at his or her home address. Also I require him to put a sample of that letter on each bulletin board in the company."

"The letter should include comments like "We are in serious trouble today because of the companies that we are competing with. I need your help to simplify our processes and to improve our productivity. This, as your president, is my commitment to you: No one will lose his or her job because of a productivity improvement."

Giuseppe Lovecchio says the same thing differently: « Working in a company by functional silo and not by value stream, with a real customer-supplier relationship. For example, choosing software without making an objective analysis of the state of the art, and taking into account the three elements of process + information technology + people."



Giuseppe Lovecchio



Patrick Pirrat

Patrick Pirrat is even harsher on cultural problems. "Lack of discipline: a worker is sanctioned for the slightest quality deviation, but no one gets excited about an incomplete or erroneous bill of material, for project dates communicated late on purpose, for incomplete plans, for unrealistic specs...which are delivered to meet a due date which itself is erroneous but which supports a performance measurement that nobody believes in because it's wrong as well. »

Patrick continues by citing the problem of current accounting measurements : « 'Cost Accounting' which measures productivity by separating directs and indirects. But a storekeeper who delivers a complete kit on time to the right place, or a maintenance worker who knows the equipment by heart and has ordered the right spare parts and in addition comes in on a Sunday without complaining to make the repair...they're the ones called indirect!"

Ten of our previous Technical Newsletters have addressed implementation problems. If you would like to have all 10 of them, send us a message or call us.