

IMPLEMENTED RESULTS SCORECARD



Roadware

The Roadware Group Inc. has been providing premium quality information gathering products and services to infrastructure organizations throughout the world for over 30 years. The business is divided into two Divisions – Products & Upgrades and Data Services. The Products & Upgrades Division, Build and Upgrade ARANs (Automatic Road Analyzers) and the Data Services Group process the data that is collected for Transportation Departments around the globe.

THE CHALLENGE

- Activities that could be completed in one step during a first pass through the data were being completed in multiple steps requiring multiple passes through the information. Lack of clear definition or expectations for quality as set out by the customer resulted in lost time performing unnecessary additional steps.
- Products & Upgrades required planning tools to provide them with proper visibility of resource requirements due to the sporadic nature of the sales in that division. The result for both divisions was the challenge of matching people requirements with the variability of work volumes in the business.
- Daily scheduling was quickly identified as a key component of managing both divisions. For services, their inability to understand daily people requirements and weekly production requirements made it difficult to understand off-schedule conditions. Penalties were levied to projects delivered past project due dates. In the products division, they required a better understanding of the key activities or milestones that needed to be met in order to manage the ARAN builds.
- Gaps exist in the current management operating system converting the business requirements into operational targets at the production level. Results measurement is done monthly, however managers and functional leads were unable to measure key indicators on a daily or weekly basis.

THE RESULTS

- Process steps and activities were combined in order to compress the cycle time for data analysis and product builds. Quality expectations for specific jobs were set, which further eliminated unnecessary process steps. The result was an increase in throughput and an increase in productivity.
- A Resource Plan was developed in Products and Upgrades that linked to the Forecast of work for the fiscal year. In Data Services the method changes, which resulted in increased run standards were incorporated into the existing resource plan to determine the new crewing requirements for jobs being processed. The Resource Plan yielded a \$785K improvement in labor spend over the base period.
- Through the installation of a Resource Plan and a tool called "THE MATRIX" production targets were established by project, by functional area. This enabled Managers and Functional Leads to understand their individual targets and to identify off-schedule conditions. All individual targets consolidated added up to an overall company target of 2.1 miles/labor hour, which is managed by the President.
- Installed a daily schedule in the Data Services Division that enables Managers to understand the Daily/Weekly Resource requirements according to the jobs being worked on and the functional areas in which they are being performed. A weekly scheduling meeting was installed to set up a forum through which a discussion of weekly resource requirements could be held. Installed detailed Build Schedules for each of the ARANs being built new or upgraded in the Product & Upgrades Division. These schedules highlight specific activities that must be completed in order to maintain the schedule and hit the targeted commitment date to the customer.

THE TESTIMONIAL

MR. GEORGE SCHRIJVER, PRESIDENT & CEO :

"First, in conjunction with our Roadware staff, Carpedia identified and oversaw the implementation of over \$700,000 of annualised savings ; this when compared to our operating performance without Carpedia intervention. Second, Carpedia designed and installed production control and performance measurement systems that required no capital investment and more simple to use. Third, and perhaps of most significance and value for the future, Carpedia instilled a sense of discipline, confidence and determination in our staff which has now become internalized and entirely a part of our daily business."

Carpédia Group International is a management firm uniquely focused on helping leading companies implement sustainable improvements in revenue growth, productivity, and asset utilization.

