



Technical and Management  
Assistance & Consulting  
Since 1995



**[www.TMACdfw.org](http://www.TMACdfw.org)**

# TMAC PROVIDES SOLUTIONS FOR

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# Who We Are

TMAC is a Technical and Management Assistance & Consulting organization that accelerates profitable growth by developing and improving products, processes and people.

## TMAC is About Results

Since 1995, TMAC has worked with more than 6,200 organizations. In independent surveys, customers have reported cumulative impacts totaling:

**\$2.9 billion**

in new or retained sales

**\$995 million**

in cost savings and cost avoidance on materials, labor, inventory and equipment

**More than 29,600**

Texas jobs created or retained

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## Why We Exist

TMAC's mission is to increase the global competitiveness of the Texas economy by working to grow the extended manufacturing enterprise.

## our approach makes us different

Our 20+ TMAC advisors have over 450 years of combined industry experience. Their knowledge and expertise encompasses vast technical, innovative, operational and support areas within an organization. Because of TMAC's hands-on approach, our advisors understand the issues customers face on a daily basis.

TMAC doesn't leave a to-do list for you to navigate alone. We work with you to achieve dramatic results. Our objective is not to implement these methodologies *to* you or *for* you, but rather **with** you to develop your in-house expertise so that improvements are sustainable.

# EXECUTIVE LEADERSHIP

It is essential for executive leaders to have a clear vision of the future of their organization combined with an accurate understanding of the market and environment.

This can be accomplished through a business assessment, financial analysis and focused discussions to create an achievable strategy – moving the business forward with a compelling sense of purpose, improving performance and increasing profitable growth. Each individual team member will not only hone their own leadership skills through this process, but can dramatically improve the morale and effectiveness of the organization as a whole.

Family-owned and closely-held businesses can benefit by developing a succession plan in order to assure continuity of the business through the generations. Having a succession plan in place will enhance the value of the business, retain talented leaders and avoid unnecessary crises.

## Typical Results

### Financial performance

- increase business value
- increase financial performance and profitability
- increase cash flow
- improve planning effectiveness
- increase growth rate

### Organizational performance

- increase management effectiveness
- increase communication
- increase productivity
- increase employee satisfaction / retention / morale

## Bodies of Knowledge

- Operational Excellence
- Business Management and Leadership
- Strategic Planning
- Policy Deployment
- Business Valuation
- Profit Planning
- Financial Analysis
- Transition Planning
- Executive Team Development
- Executive Coaching
- Systems Measurement
- Talent Management
- Organizational Transformation and Development
- Change Management
- Production / Operations Management
- Supply Chain Optimization

*Accelerating  
Profitable Growth*

# **diagnostic analysis & ACTION PLAN**

February 2014



# **FIDENTIAL**

*TMAC*

# ACCOUNTING & FINANCE

Limited funds or other critical resources reduce the ability of an organization to take advantage of business opportunities, inhibits growth, drains the team's energy and time, and increases the risk of failure.

With effective financial management, continuous improvement and a business assessment, the organization can reduce spending and provide financial structure in order to create a proactive approach to financial performance goals and objectives.

A business assessment and diagnostic analysis of the organization's financial status equips the leadership team with precise profit building information. TMAC works with the team to determine which Bodies of Knowledge to deploy within and across the various departments to improve performance and efficiency while accelerating profitable growth.

## Typical Results

### Increase

- business value
- profit
- financial performance
- productivity
- revenue growth
- understanding of costs

### Decrease

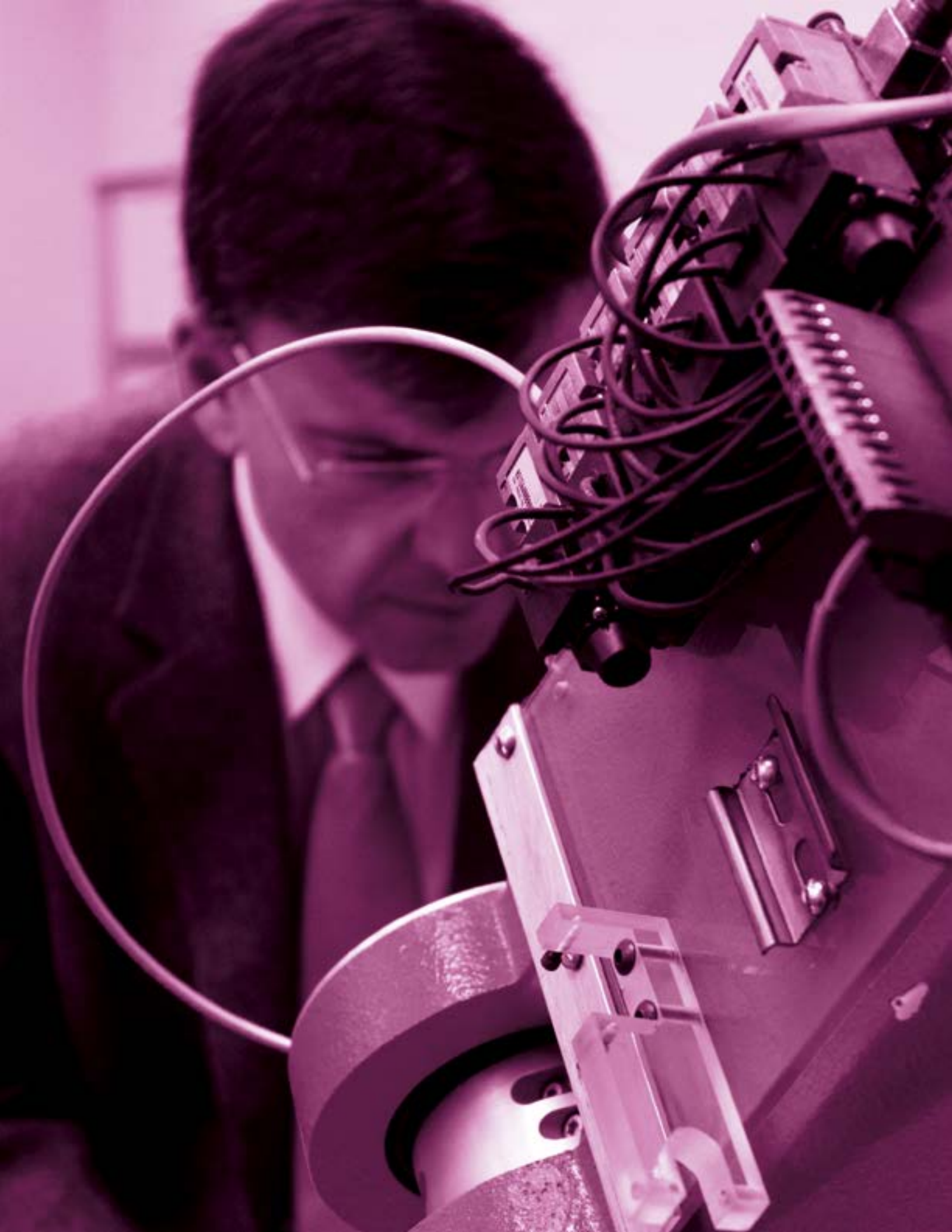
- accounting process cycle time
- product costs
- total cost of ownership
- risk

## Bodies of Knowledge

- Business Assessment
- Financial Analysis
- Family Business Advisor
- Business Valuation
- Profit Planning
- Lean Accounting / Costing
- Theory of Constraints
- Total Cost of Ownership
- Cost Management
- Make / Buy Analysis
- Activity Based Costing / Management
- Supply Chain Optimization







# PRODUCT DEVELOPMENT

Whether you are looking for a systematic approach for Innovation to Commercialization, need to improve your existing design or create a prototype for a unique design, TMAC can assist.

Product innovation and design is imperative in keeping up with new technology and trends hitting the market today. By approaching innovation in a systematic way, an organization can decrease time and resources wasted on products that do not make it to market. This provides the organization with the opportunity to focus on ideas that do have potential to generate income.

## Bodies of Knowledge

Value Analysis / Value Engineering  
Continuous Innovation  
Concept Design / Detail Design /  
Prototyping / Testing  
Product Design  
Lean Product Development Process  
Lean Six Sigma for Product / Process Design  
DF(X) – Design for Manufacturing / Assembly /  
Sustainability / Maintenance / Safety  
Risk Management  
Technology and Supplier Scouting  
Assessment and Research  
Engineering Analysis  
Process Engineering / Design / Automation

## Typical Results

### Increase new product introductions

- increase product development speed
- decrease product and production costs
- increase bill of material accuracy
- decrease engineering change orders

### Increase market share / penetration

- increase new customers
- increase profits / revenue
- decrease risk

MADE IN USA

# SALES & MARKETING

Sales and marketing in an organization are a vital piece of the business, whether you are looking to raise brand awareness, break into new markets or increase overall sales.

## Typical Results

### Sales

- increase business value
- increase sales revenue
- increase profitable growth
- improve order-entry time and accuracy

### Marketing

- increase market share / penetration
- increase customer base
- increase brand awareness

An organization's brand begins with its marketing strategy. By creating a solid marketing plan, the company can move forward in spreading the marketing message, increasing its customer base and ultimately, increase its profitable growth.

## Bodies of Knowledge

- Market Research
- Commercialization
- Sales and Marketing Strategy
- Marketing Communications
- Sales and Operations Planning
- Talent Management
- Recognition and Rewards Systems

TMAC works with you to review and design your marketing strategy and sales techniques, as well as assist in developing an outstanding sales team. Once the marketing and sales issues are identified and corrected, your team will be able to focus on the marketing communications message which includes the 4 P's of the marketing mix:

price, product, promotion and place.

# SUPPLY CHAIN & LOGISTICS

**An inadequate supply chain can lead to unnecessary costs and aggravation for an organization as well as its customers.**

By having a highly visible and collaborative supply chain that is in sync with the corporate strategy, the organization will improve the total cost of ownership and on-time delivery. Facing these challenges head on will reduce risk and volatility, and will grant the opportunity to assess and implement a strategic solution for improving the supply chain.

## Typical Results

### **Increase**

- customer satisfaction
- supplier quality
- supplier collaboration
- order fulfillment
- on-time delivery
- revenue
- profit

### **Decrease**

- risk
- lead times
- total cost
- non-performance

## Bodies of Knowledge

- Strategic Planning and Alignment
- Supply Chain Optimization
- Lean Enterprise
- Theory of Constraints
- Risk Management
- Total Cost of Ownership
- Sales and Operations Planning
- Counterfeit Mitigation



# PRODUCTION & OPERATIONS

The operation is the backbone of the organization. By developing and improving products, processes and people, an organization's operation can flourish and increase the competitiveness of the business.

If any one of these areas within the operation is not optimal, the entire organization can underperform resulting in loss of profits, productivity and market share.

There are numerous proven approaches that can be deployed that focus on improving quality, efficiency and safety. The organization can use internationally recognized standards for compliance, establish a viable safety plan and improve processes that will decrease costs and capacity – improving employee morale and expertise, and increasing the bottom line.

## Typical Results

### Increase

customer satisfaction  
productivity  
material yields  
capacity  
on-time delivery  
quality  
cash flow and gross margin  
environmental and safety compliance

### Decrease

set-up time  
lead time  
cost of goods sold (COGS)  
inventory

## Bodies of Knowledge

Lean Six Sigma  
Theory of Constraints  
Industrial Engineering  
Manufacturing Engineering  
Supply Chain Optimization  
Operational Excellence  
Total Productive Maintenance (TPM)  
Reliability Centered Maintenance  
Equipment Performance  
Production / Operations Management  
Training Within Industry (TWI)  
Quality Management Systems (ISO/AS Registration)  
Environmental Management Systems  
Safety Management Systems  
Automation / Mechanization / Robotics







# MAINTENANCE & FACILITIES

**A well-run operation is dependent on the performance of equipment, facility efficiency and plant layout. Any issue with the equipment or facility negatively impacts the operation and ultimately, the bottom line.**

By establishing a scheduled maintenance plan for on-site vehicles, machinery and buildings, the organization can protect and improve the life of these assets. Routine maintenance avoids costly breakdowns and keeps production from stalling while optimizing the functionality of the operation with an efficient plant layout.

For energy issues, it is imperative to investigate the facility from top to bottom to identify energy reduction opportunities within the building. Reducing waste and unnecessary breakdowns increases production while decreasing work-related injuries.

## Typical Results

### **Increase**

- customer satisfaction
- equipment performance / life cycle
- machine operator capabilities
- equipment cross-training opportunities
- capacity
- productivity
- quality
- return on assets
- return on investments

### **Decrease**

- wasted space
- product and production costs
- risk
- unnecessary investment

## Bodies of Knowledge

- Safety Management Systems
- Equipment Performance and SMED
- Total Productive Maintenance (TPM)
- Reliability Centered Maintenance
- Six Sigma
- Lean Enterprise
- Automation / Mechanization / Robotics
- Maintenance Management Systems
- Inventory Management
- LEED
- Environmental Management Systems
- Plant / Layout Expansion and Relocation

# HUMAN RESOURCES

The most valuable asset within an organization is its people. With a lifetime investment of a million dollars per employee, it is imperative that a company maximizes the value of its employees.

## Typical Results

### Increase

- recruitment effectiveness
- retention rate
- employee satisfaction / morale / pride
- overall labor effectiveness / productivity
- training effectiveness
- sales revenue and gross margin
- safety

### Decrease

- staffing lead time
- lost production
- lost revenue and sales
- time to value
- onboarding time
- training time
- turnover costs
- staffing costs

This investment begins with the recruitment and onboarding process, and continues with the retention of the employee. A person's knowledge and experience within the organization is an extremely valuable and competitive asset. Many organizations are beginning to experience 'brain drain,' which is the loss of this hands-on knowledge by those who retire or leave the company. Newer employees may not have enough industry or internal knowledge to fill the shoes of the more experienced employees.

This is just one of the many potential issues a Human Resources department can face on an ongoing basis. However, there are viable solutions for this and other problems that can occur with such a valuable asset – the employee.

## Bodies of Knowledge

- Talent Management
- Production Skills
- Supervisory Skills
- On the Job Training (OTJ)
- Apprenticeship Program
- Leadership Development
- Recognition and Rewards Systems
- Safety Management Systems
- Teamwork / Team Development
- Mechanization and Automation
- Training Within Industry (TWI)
- Industrial Maintenance



How to  
choose  
the best

Informa  
empowe

# HUMAN RESOURCES

Clear policies  
pay dividends

Beat SKINS  
training your WO

Look after  
they'll loo  
n both win  
s and their



# ADMINISTRATION

The administrative team supports the entire organization. From data entry to special projects, the admin team can increase the organization's financial performance and customer satisfaction, and ultimately assist in accelerating profitable growth.

This is achieved through workplace organization – accurate and timely information flowing throughout the business along with open communication and teamwork.

TMAC's own administrative team uses the same Lean Tools and techniques we implement with our customers. Our team focuses on team building along with workplace organization and quality improvement. These proven methods promote communication, accountability and teamwork while decreasing rework, wasted time and employee turnover.

## Typical Results

### Increase

- internal / external customer satisfaction
- cross-training
- communication
- productivity
- financial performance
- quality / yield
- on-time delivery
- cash flow

### Decrease

- rework / wasted time
- turnover
- frustration
- lead time

## Bodies of Knowledge

- Lean Enterprise
- Six Sigma
- Workplace Organization
- Teamwork / Team Development
- Supervisory Skills
- Talent Management

# What's next?

Most consulting groups come in to your company and tell you what your problem is and then leave you to fix it on your own. Others try to sell you all of their services, whether you need them or not. **TMAC** does neither of these. We meet with you and listen to you to find out what kinds of issues you are having — basically, *what keeps you up at night.*

We then create a plan to make the necessary changes to improve your organization and accelerate your profitable growth. We work **with** you to implement these changes — from beginning to end. Whether you are in operations, human resources, maintenance, or any other area of your company, **TMAC** is on your side.

## The Site Visit

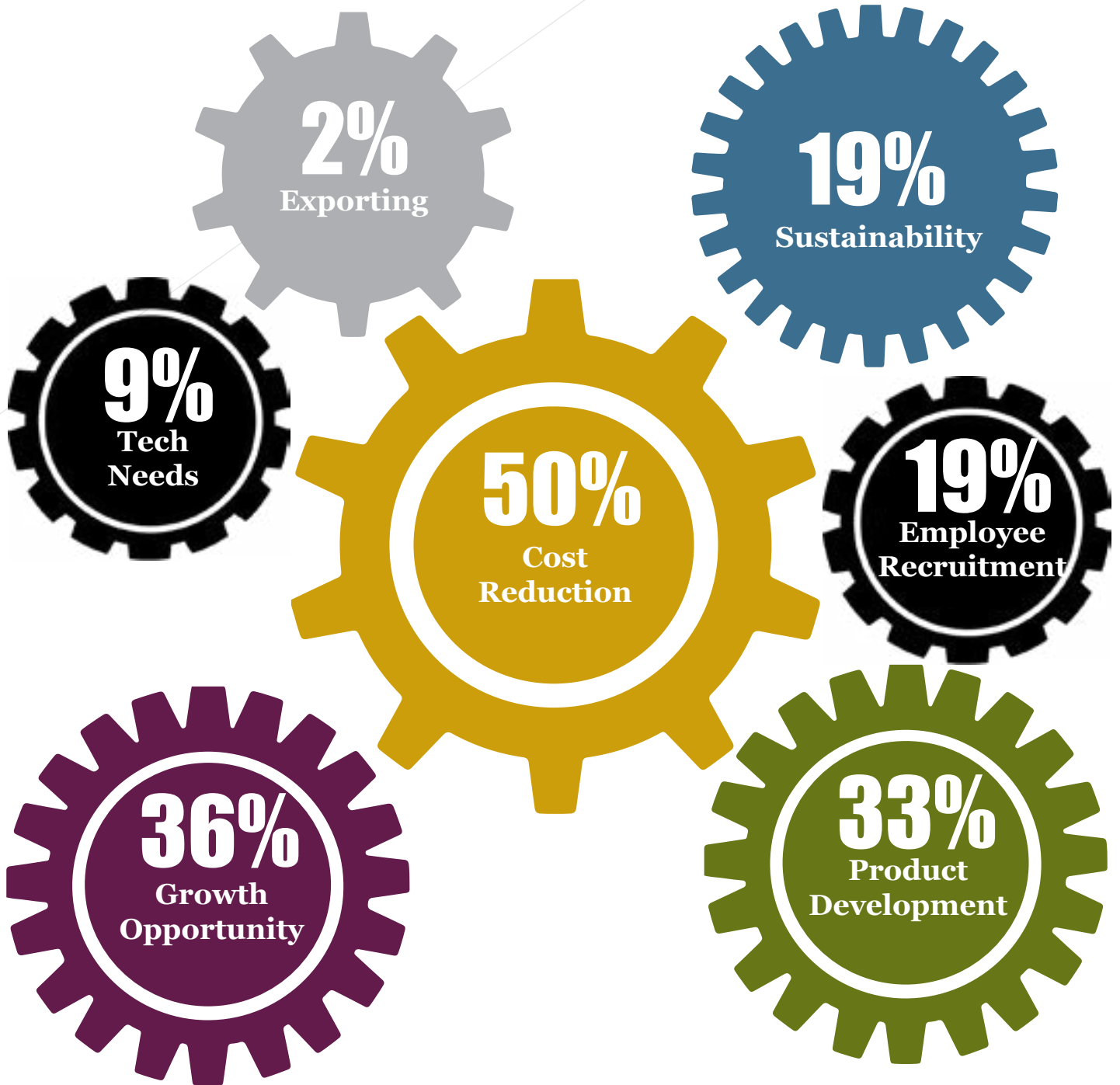
Our advisors devote countless hours to developing their **knowledge and expertise**. They can walk through your facility with the aptitude to spot even the most minute problem.

TMAC advisors know what questions to ask. A dynamic conversation discussing your most pressing issues, along with their ability to listen to your concerns, aid them in assessing your **organizational needs**.

A comprehensive plan is key to solving the issues at hand. You will receive a **plan of action** on how **TMAC** will work with you to best solve your business issues.



# CHALLENGES FACING TMAC CUSTOMERS



Results are based on 237 survey responses from TMAC customers from 2012 - 2013.

(The chart totals over 100% due to the fact that the respondents were allowed to choose more than one answer.)

**TMAC** is an affiliate of the Manufacturing Extension Partnership (MEP) program of the National Institute of Standards and Technology (NIST).

The MEP program consists of the nationwide network of centers located in all 50 states and Puerto Rico. MEP centers are a diverse network of state, university-based and non-profit organizations. As a program of the U.S. Department of Commerce, MEP offers its customers a wealth of unique and effective resources centered on five critical strategic growth areas:

- technology acceleration
- supplier development
- sustainability
- workforce
- continuous improvement

for more information about NIST MEP, please visit: [www.nist.gov/mep](http://www.nist.gov/mep)

**The program is hosted by seven partner institutions:**



The University of Texas at Arlington  
The Texas Engineering Extension Service,  
(part of The Texas A&M University System)  
The University of Texas at El Paso  
The University of Houston  
Southwest Research Institute  
Texas Tech University  
The University of Texas – Pan American



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Work Smart. Grow Smart.™



[www.TMACdfw.org](http://www.TMACdfw.org)

(817) 272 -5922

202 E. Border St., Ste. 323  
Arlington, TX 76010