Achieving operations excellence is one of the most important contributors to an organization’s sustainable performance and growth.

**WHAT IS OPERATIONS EXCELLENCE?**

We know that companies that reach for a higher level of operations excellence reap numerous benefits – a systemic, evolving and effective approach to business operations; a continually productive and innovative workforce; and an organization that consistently realizes sustainable growth and increasing valuation.

But what exactly is “operations excellence?” It isn’t necessarily a destination; rather, it is an ongoing journey that organizations continuously travel.

*It is the application of principles, systems and tools to engage and focus everyone’s efforts on meeting customers’ needs and continuously improving process performance.*

It focuses on minimizing and managing downside risks while maximizing an operation’s performance and shareholder value.

Along the way, numerous factors are essential to the success of a company’s operations excellence journey. Several key considerations follow.

**THE IMPORTANCE OF OPERATIONS EXCELLENCE TO COMPANY SUCCESS**

The context in which companies operate is becoming ever more complex. Most companies face global competition and are part of global supply chains. Social and environmental regulations and expectations are becoming stringent. Investors expect companies to pursue lower-cost and higher-value products with existing assets. Rapid and efficient adaptation to changes in market demand and competitive pressures at the plant level is expected. At the same time, synergies to drive productivity and efficiency are to be pursued. These external drivers compel companies to improve their overall operations performance.
As a result, Operations Excellence is one of today’s top three most important issues for CEOs globally, according to a 2013 CEO Challenge study conducted by The Conference Board.

Against this backdrop, companies are investing in productivity improvements and operations excellence efforts seeking to gain an edge over competition, and increase their ability to adapt to shifting market conditions.

However, the success rates for achieving or sustaining the expected results are quite low worldwide. Some essential elements for success are clearly missing.

**MAIN CHALLENGES TO THE SUCCESS OF OPERATIONS EXCELLENCE INITIATIVES**

Narrow approaches that focus on the implementation of improvement methodologies or that are overly dependent on elaborate procedures often lead to an inability to attain, or sustain results.

In order to extract maximum value from productivity improvements, integrated approaches that combine both organizational and technical solutions need to be applied. Such approaches also engage the workforce and the company leadership, and encourage collaboration and open communication so that competing priorities and critical business interrelations are effectively managed. More effective knowledge management and more reliable ROI justifications are also required to achieve success.

These balanced approaches to operations excellence allow companies to develop the organizational capability required to optimize asset performance and eliminate inefficiencies.

**BENEFITS OF OPERATIONS EXCELLENCE**

By embracing Operations Excellence, companies can realize tremendous benefits across many key areas. **Productivity and quality improvements** include potential increases in high quality product, capacity release and waste reduction. **Improved maintenance and reliability** is reflected in reduced downtime, increased predictability and reduced breakdown. Companies can experience **improved safety and footprint reductions** which include maintaining the right to operate, mitigation of injuries and incidents and reduced energy consumption. **Supply chain efficiencies**, such as improved purchasing processes; reduced raw material, MRO and finished product inventories; and reduced transition losses/waste, can also be realized.

**ELEMENTS NECESSARY TO SUCCESSFULLY IMPLEMENT OPERATIONS EXCELLENCE**

Years of experience in enabling operations excellence efforts within DuPont and with our clients at leading global companies, has provided DuPont Sustainable Solutions (DSS) with the insights and expertise to identify and address three key elements needed for a successful implementation.

- **First, an emphasis on creating an aligned and productive culture.** We address the ingredients typically missing in transformational efforts: Leadership Behaviors, Employee Engagement and Knowledge Management. We focus on how leaders can create a culture of sustainable operations excellence across different organizational structures and levels of commitment.

- **Second is a balanced, practical approach.** Success in operations excellence requires balancing the people, process and technical parts with the emphasis on operationalizing the strategy. We help develop capability and build on existing processes within organizations.

- **Third, deep subject matter expertise and practical experience of the steering team.** DuPont has decades of in-house global expertise in Engineering and Operations Management. Our insights are accumulated from our 200+ years as an Owner/Operator applying best practices to our own 250 plants. We bring to you teams with real and deep operations experience and knowledge.

This is why our Operations Excellence programs are sustainable inside DuPont, and why our consultancy practice creates sustainable results in our clients’ companies.
Based upon our experience, the DuPont Sustainable Solutions team has developed a model for Operations Excellence.

It incorporates best practices in employee capabilities and behaviors with managing processes and technical models. Our integrated and balanced approach engages the entire organization, addresses the main gaps for a successful implementation, and delivers daily practical results.

Unlike traditional consulting firms, DSS is able to operationalize customized strategies and build capabilities within the client organization to sustain improvements.

Depending upon a client’s needs, we offer a range of customized integrated operations practices. We can help you in the following areas: Operations Transformation, Asset Productivity, Maintenance & Reliability, Process Performance, Energy Efficiency, Integrated Business Excellence, Supply Chain Management, Mindsets & Behaviors, Learning & Development, Process Safety and Environmental Management.

We welcome the opportunity to show you how our solutions can help you optimize resources — whether human, material, energy or capital — to attain the highest possible productivity.

ABOUT DUPONT SUSTAINABLE SOLUTIONS

DuPont is committed to sharing its practical, real-world experience and best practices to help other companies around the world improve their operations and safety management systems. As one of 12 DuPont businesses, DuPont Sustainable Solutions (DSS) brings customers the benefits of an integrated global services and technology delivery enterprise. DSS applies DuPont’s real-world experience, science-based innovation, problem-solving success, and strong brands to help organizations transform their workplaces and work cultures to become safer, more efficient and more environmentally sustainable.

For more information on DuPont Sustainable Solutions, call us at 1-800-532-SAFE (7233) or visit us at www.sustainablesolutions.dupont.com

Please join us in discussing these and other industry-related topics on the DSS LinkedIn Group:

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