

**International Consultants and
Educators**



Management Excellence Action Coalition



THE **MEAC**
ADVANTAGES

Excellence in management and operations is the most durable strategy for achieving genuine competitive advantage. The commitment to this belief has been the focus of MEAC since its founding in 1981.




MEAC provides expert counsel and leading edge education to companies intent on success in implementation of strategies of excellence into their operations.

The firm has been actively involved in the continuous worldwide search for **best practices** for two decades. We constantly conduct on-site reviews at dozens of factories and client sites worldwide and work with many more.

Through those interactions we can closely examine and then bring to our clients those best operating practices that hold promise for delivering superior performance in manufacturing and operations.

People - Not Plans - Make Businesses Successful

MEAC is committed to the principle that *people*, not *plans* make businesses successful. We believe that true operational excellence can only be achieved by enabled people.

-  People catalyzed to new opportunities, knowing what to do.
-  Employees alert to improvement ideas which compel them to act.
-  Associates' training is reinforced with actual experience.

Our curriculum lets them learn by discovery and to gain confidence from practice. People learn best by doing.

MEAC Education

MEAC educates clients about proven *best practices*. Education is a necessary first step to organizing a company for superior performance.

MEAC enables an organization through education. Our first approach is to instill a compelling rationale for changing. Then, we teach the practical know-how tools, coupled with clear first steps.

Working with people at all levels in a company brings high rewards for the company. We assist each to reach extraordinary goals. Our education is designed to enable everyone – from floor workers to executives – to achieve challenging outcomes.

Part of that process includes arranging first-hand, up-close client observation of best practices in action. This first-hand knowledge provides a solid foundation for successful first-time selection and assessment of the most useful improvement tools.

MEAC Consulting

MEAC is an expert resource for seriously committed management teams and operations practitioners seeking better understanding and insight into performance improvement. As management's sounding board for proposed actions, and objective assessor of client progress, MEAC's consulting process enhances the team's own capabilities. While the team's ability to create strategies and tactics grows, MEAC serves as an ongoing counselor on the implementable theories and real life practicalities. **Our broad experience can be used as management's informed source on realistic *best practices*.**

For many organizations, we become the catalytic idea generator and the motivator propelling the organization to *do it now*. Because we are neutral, we persist as the nagging good conscience that sustains internal stamina in pursuing excellence. **MEAC guides clients through a rigorous, yet practical improvement process.**

Concurrently we advise management that while no company can measure its way to success, no management should fail to remain vigilant on how its performance really adds value and how that measures up to competition. **MEAC ensures this important measurement remains part of the process.**

Executive Awareness

Briefing

Our initial visit to your site establishes a World Class Operational agenda for your business. MEAC professionals get to know your products, processes, and people in order to assess the benefits any new initiative will yield.

As a result of our visit, you will gain insight and perspective on

- the practical meaning of Operational leverage at World Class levels and the strategic role it plays in your business
- the issues and operative practices present in your business and the key enabling disciplines and technologies needed to capitalize on them
- your state of readiness, as well as the time and resources required to achieve a swift successful transition to global competitive performance
- the tangible first steps you will need to take to begin.

Strategic

Assessment

Success in World Class Operations is a function of how well a company merges its people, technology, and business systems into meaningful and sustainable competitive advantages. But in the operations arena, excellence is always situation-specific. No company can be excellent in everything, everywhere, and all of the time. MEAC professionals guide you in completing a penetrating self-assessment that is

linked to performance outcomes to reveal the imbalances and weaknesses.

Superior performance requires balanced resource investments along with skillful execution of key operational strategies. We assist in the examination of your managerial policies, key manufacturing practices, employee behaviors, and critical technical capabilities. Only then can any set of near-term tactical performance objectives (or longer term strategic operating directions) be established.

This jointly developed improvement plan combines the breakthrough practices needed at the start, along with a continuous and incremental improvement process that becomes truly lasting. This becomes a realistic and deployable action plan that accumulates competitive advantages.

Education and **Counsel**



As company educational needs are identified, we carefully construct in-house seminars and focused workshop programs tailored to achieve immediate operating outcomes.

MEAC designs and delivers a combination of relevant conceptual, yet highly practical, company-specific educational programs. Every educational effort is tailored to address the goals of the business plan. Education addresses the unique needs and interests of senior management, operating management and/or the operational work force.

Our track record shows that these programs result in a clear, conceptual understanding along with skills sufficient for technical competence. Then, the business goals can be unified with sound and solid tactics and tools. Clear objectives enable technical achievements. These action-focused education programs are vital to achieving world class performance.

The MEAC Leading Edge


MEAC responds to **your** needs by assisting you in setting a meaningful and durable World Class Operational program for your company. Along with your staff, our experienced professionals define a rigorous and pragmatic improvement plan, along with the first tangible steps. Your managers, with our assistance, then formulate and execute a sound operating strategy, balancing technology initiatives with people skills development programs – all of which is driven to meaningful business outcomes.

Our framework to ensure your success

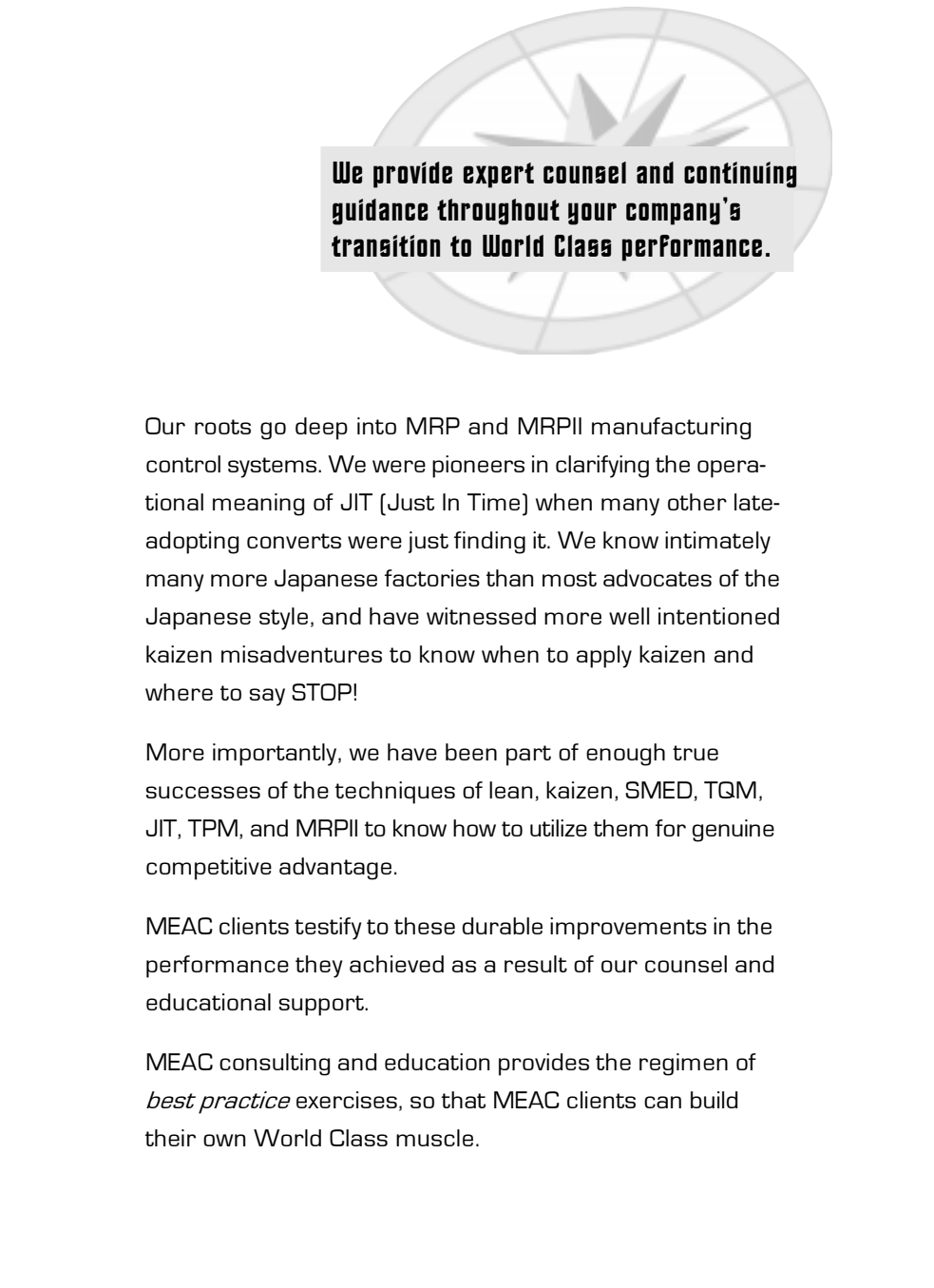
- Flexible Production Environment
- Capability in People for Rapid Improvement
- Careful Application of the Business Resources

MEAC promotes this balancing of development effort by avoiding three letter acronyms, tactical orthodoxy and canned approaches.

At MEAC we embrace and are comfortable with any proven and practical technique, because we are not advocates of a single, *one size fits all* tactic.



We instill in your people, the self-confidence they must have to perpetuate that elusive process of continuous improvement always associated with World Class Operations.



We provide expert counsel and continuing guidance throughout your company's transition to World Class performance.

Our roots go deep into MRP and MRPII manufacturing control systems. We were pioneers in clarifying the operational meaning of JIT (Just In Time) when many other late-adopting converts were just finding it. We know intimately many more Japanese factories than most advocates of the Japanese style, and have witnessed more well intentioned kaizen misadventures to know when to apply kaizen and where to say STOP!

More importantly, we have been part of enough true successes of the techniques of lean, kaizen, SMED, TQM, JIT, TPM, and MRPII to know how to utilize them for genuine competitive advantage.

MEAC clients testify to these durable improvements in the performance they achieved as a result of our counsel and educational support.

MEAC consulting and education provides the regimen of *best practice* exercises, so that MEAC clients can build their own World Class muscle.

Kenneth J. McGuire

Kenneth J. McGuire is President of the Management Excellence Action Coalition, an international management education and consulting firm. MEAC has provided full service strategic operational counsel and technical education for companies making the transition to World Class Manufacturing since 1981. He had over 15 years of line and staff experience in major companies before founding the firm. Ken is a recognized expert on World Class Manufacturing and global competitiveness issues, particularly on the subjects of Total Quality Management and Lean or Just-In-Time production systems.

Ken has examined and observed *best practice* operations throughout the Asia Pacific (including mainland China) and in Europe. He has led over a dozen manufacturing study missions to Japan and is a leading international authority on the most effective Japanese practices. As a U.S. leader in advancing the trends of *best world practices* in production management, his counsel is widely sought in defining the transferability of best practices into the American operations scene.

Ken is the author of *Impressions From Our Most Worthy Competitor*, one of the earliest books on Japanese approaches to manufacturing. He also wrote the *Just-In-Time Manufacturing* practitioner study course for APICS/MGI. Ken's other book *Continuous Improvement*, is the up-to-date chronicle of where the Just-In-Time and Total Quality Control achievements are leading the best Japanese competitors as we approach the 21st century.

A much sought-after speaker on operations and management issues, he regularly conducts professional seminars on operational strategy and manufacturing topics. He directs the firm's educational practice for in-company client workshop programs to deliver near-term operating improvements. Recently he pioneered the educational format for Tour America, an accelerated interdisciplinary examination into benchmarking American pockets of manufacturing excellence.

Ken has a BS in Economics from Canisius College and an MBA from Syracuse University School of Management. He is APICS certified in Production and Inventory Management at the Fellow Level and is a certified Lead Assessor for the ISO 9000 quality standards. He is also a founding board member and former director of the Association for Manufacturing Excellence (AME).



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