Our Approach, Capabilities, and Case Studies
PURPOSE
To share AMEND’s observations and provide AMEND’s capabilities

DESIRE OUTCOMES
1. To Provide Clarity with Data Analytics
2. How Data Analytics will Impact the Company
Meet the Partners

“The AMEND team is jam-packed with smart, talented people who push you to think bigger and do more. I would put any member of the AMEND team up against anyone from McKinsey, any day, because I know they’d win.”

– COO $75MM Manufacturer, former top tier strategy consultant
Why AMEND?

Our mission proudly states: We are an elite force of trusted advisors improving lives, transforming businesses and bettering our community. We do what we love with the people we love.

Our impact: we value transparency in projects and are driven by a dedication to doing right by your organization.

Our reputation: getting things done. We are on the shop floor and partnering with your team. We don’t just tell you that what you need to improve or change. We jump in with you.
The AMEND Story

1. **2005**
   - Founded by Craig Todd & David Velie
   - AMEND is an acronym of founders’ children
   - Focus: Operational Excellence for local manufacturers

2. **2010**
   - Organic growth to 10 team members
   - Increased regional presence & multi-site initiatives
   - Focus: Solving complex operational projects with analytics

3. **2016**
   - Founded AMEND Ventures
     - Sweat equity firm leveraging talent across multiple direct investment opportunities
   - Focus: Partner with management teams to drive rapid growth

4. **2017**
   - Rapidly expanded capabilities
     - Solve complex problems inside each mid-market business function
     - Focus: Strategy, BI Practice, Sales, Operations, Supply Chain

5. **2019**
   - R&D Pipeline; Launched Batched Scheduling Tool
     - Commercializing our own scheduling tool as a product to the printing and label industries
   - Focus: Partner with management teams to drive rapid growth
     - Focus: Strategy, Account Management, Longer term, multi-site opportunities

6. **2020**
   - Be nimble to adapt and pivot successfully
   - Hired 13 people, business is busy, narrowed in on key business needs to help businesses through drastic swings
   - Focus: Strategy, Account Management, Longer term, multi-site opportunities

    - R&D Pipeline; Launched Batched Scheduling Tool
      - Commercializing our own scheduling tool as a product to the printing and label industries
      - Focus: Innovate with tremendous talent of our team; redefine business

The AMEND Story
Our Approach

Our mission states that we “transform businesses.”

What does that mean?

We believe transformation cannot only involve people, or processes, or metrics. You can’t just focus on one or two of these areas. All three pieces work together to create and sustain meaningful changes in organizations.
Change Leadership

The cost of project failure is high.

Failure can result from falling back into old habits and refusing to adopt the change. It can stunt growth and innovation.

Change Leadership increases the chances of project success and drives business results.

AMEND has created a standardized, streamlined playbook to make change a priority and part of the strategy for success.

What we do

We utilize our Change Management Playbook which includes:
- Company-wide training and continuing education on Change Management
- 100+ Change Management tools and templates
- Multiple certified Change professionals on the team
- Knowledge base from hundreds of successfully completed Change initiatives
- Inclusion of Change tools within our AMEND Quality System

These resources support Change conversations and strategy. Our approach is customized to the project and people involved.
Our mission is to help our clients achieve the impossible. We love to dive into the problems that can’t be solved -- the challenges that are too big to tackle -- because that's where real growth and transformation occurs.
Case Study Examples
Observations

Strong Lean Foundation
• Opportunities to Enhance Performance Management

High Production Variation
• Opportunities for Simulation Modeling, Supply Chain Planning, & Inventory Management

Diverse and Growing Product Catalog
• Identify the so-what of technology integration

Key Questions
• How are you attacking industry 4.0 and the digitalization of production
• Where are you in the journey with optimization
• Are there any active initiatives around inventory management
• How do you view the role that data science will play in future operations
• What internal policies exist around change management

Changing Definition of Best-in-Class Operations

Speed to Implementation

Rapidly Evolving Technologies
Data Science as a Service
Case Studies
Data Science as a Service

Business transformation and industry disruption require leveraging information and technology to make efficient decisions. AMEND partners with your business to understand the **What**, **Why**, and **So What** of your organization's data.

- **Innovation Prioritization**
- **Innovation ROI Projections**
- **Guide large innovation through organization**
- **Data Science Services by Opportunity**
- **Define and deliver Data Science Platform**
- **Improve throughput**
Manufacturing Process Simulation

Company Profile
• Large manufacturer
• $1B+ facility

Landscape
• 10 potential bottleneck steps

Problem Statement
• Unclear and unknown bottleneck
• Decreasing average productivity
• Outdated standard times
• Highly variable process
• Low level of controllable factors
• Large amount of under-utilized data
• Target: 2.5% increase in throughput

Delivery
• Simulation of target process cycle
• Identified significant and actionable bottleneck
• Examined and reported further root causes of bottleneck
• Implemented new recommended standard time for bottleneck step
• Implementation impacted all downstream processes to increase plant throughput

+4.4% Plant Throughput

Bottleneck
Identified and alleviated

Variability
Decreased

Case Study

Innovation ROI & Ideation Sessions

Company Profile
- Grocery Retailer
- 2800 locations

Landscape
- Customer experience varied largely by store
- Impossible to put reasonable metrics against it

Problem Statement
- Improve wait time without breaking the bank

Delivery
- Started with math models to evaluate performance of new ideas. Discovered something even better.

88% Wait Time Reduction

Labor improvement

Sales Lift
Data Science Platform

Company Profile
- Data Science Firm

Landscape
- Customer success is high
- Strong data science models
- Very little reuse of models or reports

Problem Statement
- Improve reuse and repeatability
- Need to streamline data pipelines

Delivery
- Clear decision rights and responsibilities
- Identifying the common 90% to streamline data pipelines and analytics reusability
- Creating and deploying code standards and expectations
- Training to allow for greater project agility
- Identifying enterprise deployment
Innovation Prioritization

Company Profile
- Large Grocery Retailer
- Fortune 25
- $100B+ annual sales

Landscape
- Many innovative ideas at various unknown stages
- Larger online and brick and mortar retailers dominating market share gains

Problem Statement
- Improve innovation speed from idea to delivery
- Improve impact of innovation

Delivery
- Created agreed upon innovation funnel and stage gates
- Streamlined decision making; project leader tasked to make it happen
- Reduced risk - Tested business model assumptions quickly; digitally and physically
- Create a “Yes” culture
- Transparent success metrics with full alignment to finance
- Freedom to practice

Innovation Throughput

1:1 Cash Flow

3 Days Annual Data Science Payback
Appendix
Our Offerings

Our mission is to help our clients achieve the impossible. We love to dive into the problems that can’t be solved -- the challenges that are too big to tackle -- because that's where real growth and transformation occurs.
Advanced OpEx

We start with the basics -- getting your people, processes, and metrics on track to achieve operational excellence.

Once we've tackled the core issues and have created a foundation, we look to bring you to the next level. Our Advanced OpEx practice grows with your organization.

Our team can implement anywhere from one machine reporting dashboard, to a complete IoT manufacturing transformation.
Business transformation and industry disruption require leveraging information and technology to make efficient decisions. AMEND partners with your business to understand the **What**, **Why**, and **So What** of your organization's data.
Technology & Digital Transformation

In the digital world, the biggest risk is embracing the status quo. Companies that are properly adopting digital transformation are seeing triple-digit returns on their investments.
Training

We use more than 150 tools to deliver results for our clients. As business consultants who see the full picture, we want to be the reason you never need us to solve a specific problem again.

We leverage training, teaching, and knowledge transfers to ensure sustainable improvement. We even use the same training to develop our own team members.

- Lean/ Six Sigma
- Hoshin Kanri
- Microsoft Power BI
- Strategic Communication (DISC)
- Leadership & Change Management
- SQL (and other analytics tools)
Mid-Market Industries Served

- Construction
- Distribution
- Sports
- Healthcare
- Manufacturing
- Logistics & Transportation
- Professional Services
- Nonprofit

Selection of Partnerships

- PILOT
- DOWNLITE
- stairtek
- Paycor
- Castellini
- University of Cincinnati
- GORILLA
- ThermoFisher Scientific
- REDI Entertainment
- Dynamic Catholic
- SENNECA HOLDINGS
- crossroads
- GASLIGHT
- 80 ACRES FARMS
- deceuninck
- BROOK & WHITTLE
- Neyer
- LOTH
- Drees Homes
- PERFETTI
- Givaudan
- BERETTA
- TireDiscounters
- Robert Rothschild Foundation
- enerfab
- Hill-Rom
- Mubea
- urbansites
- FECON
- BASF

BACK AMEND 25
Case Studies

01 Production Scheduling Optimization
02 Designing Analytics to Drive Sales Visibility
03 Operations Optimization Analytics
04 Training & Standardization
05 Cost Savings and Financial Engineering
06 Organizational Change, BI, and OpEx
07 Business Intelligence through Data Visualization
08 Medical Device Production Launch and Escalation
09 Value-Creation with a Portfolio Monitoring Tool
10 Process Mapping and Automated Scheduling
Production Schedule Optimization

Company Profile
- Plastic extrusion manufacturer
- $180MM facility

Landscape
- 5,000+ unique SKUs
- 50+ production lines
- 200+ daily customer orders

Problem Statement
- High backorders
- Long lead times
- Numerous customer complaints
- Inability schedule production to properly **stock inventory** and reduce downtime

Delivery
- Built custom scheduling software
- Eliminated 100% of backorders
- Approval to duplicate approach in international facility

- 70% to 85% fill rate
- 100% backorder elimination
- 50% scheduling time reduction
Designing Analytics to Drive Sales Visibility

Company Profile
• Consumer packaged goods
• $250MM business

Landscape
• 40 Sales channels
• 7,000+ SKUs
• 85,000+ ship-to-consumers

Problem Statement
• Growing 30% YoY without mature database or reporting infrastructure

Delivery
• Best-in-class sales team reporting packages with security and mobile access
• Price/Volume mix analytics to determine growth
• Automation & integration of sales and financial reports

0% to 100% Automated reporting
50+ Dashboards created
Operations Optimization Analytics

Problem Statement
- High backlog
- Long lead times
- Poor on time delivery
- Customer dissatisfaction
- Poor scheduling management

Company Profile
- Plastic manufacturing
- $12MM business

Landscape
- 9MM+ Product combos
- 500+ unique customers
- Family-owned

Delivery
- Determined downtime drivers through reporting insights and automation
- Implemented improved shop floor leadership based on data-driven decision-making

50% Lead time reduction
$750K Capacity Increase
15% Downtime reduction
Training & Standardization

Company Profile
- Firearms manufacturer
- $100MM facility
- $800MM business

Landscape
- 100+ SKUs
- 20 Production Lines
- 500+ daily product demand

Problem Statement
- Inexperienced operators
- Lack of training materials
- Minimal cross-training
- High scrap rates
- Low throughput
- High turnover

Delivery
- Full Standardized Training Program
- 48 sets of standardized work instructions (SOPs)
- 30 training videos
- 31 hands-on assessments templates
- Cross training matrix

Case Study
- Full Standardized Training Program
- 48 sets of standardized work instructions (SOPs)
- 30 training videos
- 31 hands-on assessments templates
- Cross training matrix

Throughput
+29%

Scrap
-5%

Average onboarding time
1 Week

From 2-3 months to 1 Week
Cost Savings

Company Profile
- Tier 1 automotive supplier
- $165MM business

Landscape
- 8 production lines
- 550+ employees
- US & MX Plants

Problem Statement
- 20% decrease in sales
- Undocumented processes and job assignments
- Limited granularity to cost data
- Limited technical resources on client team

Delivery
- Defined unknown cost drivers
- Modeled the largest variable cost operation
- Built a dynamic supply/demand model

$3.3MM Net cost reduction
Organizational Change, Business Intelligence, and Operational Improvements

Problem Statement
• Manual processes and significant “tribal knowledge”
• Considerable waste and shop floor inefficiencies
• Many “reports” but little actionable information
• Multiple people analyzing data and arriving at different results

Company Profile
• Labeling manufacturer

Landscape
• 1MM+ unique products made-to-order
• 100+ unique orders processed/day

Results on following page >>
Organizational Change & Enterprise Value

AMEND’s David Velie served as interim COO at ILS and came alongside leadership to first look at the team responsible for the desired outcomes. We evaluated the current-state org chart to ensure the right team was in place to scale the organization. We stacked the team with “A” talent and drove organizational change by moving to a performance-driven culture. We also assessed which industry verticals to target and defined strategies to penetrate those verticals.

Process Improvements

We mapped and evaluated current-state processes, targeting throughput and waste. Root cause analysis was used to determine the “why” behind the underperformance. We then implemented improvements to streamline these processes, including reengineering the entire order-to-cash process. Establishing new processes and redefining KPIs changed the way ILS looks at their business from a day-to-day perspective.

Business Intelligence & Technology

Many of ILS’s inefficiencies were resolved with the implementation of Business Intelligence and technology. Existing reporting mechanisms lacked the level of granularity needed to truly understand what was happening in the business. AMEND built and deployed enterprise-wide automated dashboards and reporting (including customer-facing reports) to create a single-source of truth for all KPI’s.

Additionally, the scheduling process at ILS was manual, time-consuming, and relied heavily on tribal knowledge. We designed an Advanced Planning and Scheduling tool called Batched to automate and optimize their production schedule. We also performed Customer and SKU analysis and rationalization, identifying areas of opportunity for improved customer service and ways to become more profitable by eliminating certain customers.

Increased Enterprise Value at sale

5% Increase in EBITDA

Catalyst For process improvements
Business Intelligence Through Data Visualization

Company Profile
• Firearms manufacturer
• $100MM facility
• $800MM business

Landscape
• 100+ SKUs
• 20 Production Lines
• 500+ daily product demand

Problem Statement
• Challenge: Produce 12,000 firearms per month
• Lack of detailed, manageable tool spend visibility
• Uncontrolled vending machine tool usage
• Inability to hold users accountable

Delivery
• Visualized tool spend by person, tool, date, machine, and location
• Trained executive teams how to hold users accountable
• Implemented new stocking levels with vendor

35% Total Spend Reduction

$60K Average Monthly Savings

$720K Average Yearly Savings

35% Total Spend Reduction

$60K Average Monthly Savings

$720K Average Yearly Savings
Product Launch and Escalation

Company Profile
• Medical device manufacturer
• $4MM in startup funds

Landscape
• 25+ future customers
• 1,000+ pieces/machine
• 0 machines built to-date

Problem Statement
• High backlog from dozens of hospitals nationwide
• No process or standard operation for building equipment established
• Pressure to use startup funding to begin operation and installation

Delivery
• Created SOP’s enabling first full machine to be built
• Facilitated operational leadership to decrease production times
• Installed machines in 7 new hospitals or care-provider locations

7 Machines built
All SOPs Created
7 Machines
All SOPs Created
Empowering Value-Creation with a Portfolio Monitoring Tool

Company Profile
• Private Equity
• HQ in Cincinnati, OH with portfolio firms across the U.S.

Landscape
• Eight portfolio firms with very varying business models and systems

Problem Statement
• Limited access to real-time information for decision making
• Inability to quickly share qualitative and quantitative information with key stakeholders
• No standardized or automated reporting across portfolio companies, nor for their board and investors
• Compiling manual data creating a significant burden on portfolio companies

Results on following page >>
Identified KPIs
We partnered with the PE firm to define KPIs for the fund and individual-level assets. Across the portfolio, we focused on daily orders and daily sales, liquidity, and profitability. We also focused on non-financial metrics, like delivery and quality, and longer-term KPIs like EBITDA, adjusted EBITDA, and the ability to see these changes over time for all companies at once.

We then held feedback sessions with each portfolio company to tweak the KPIs and understand their current reporting processes. Before diving too deep into the data, it was key that we were tracking the metrics that matter.

Integrated Data Sources
After establishing a baseline for KPIs and current reporting processes, we mapped reporting systems for each portfolio firm and integrated their data sources into Power BI.

We wanted to create a standardized view of the portfolio knowing that each company has a radically different business model, processes, and data systems. We worked with 1-3 systems per company, defining the nuances of each system that made it possible to track the KPI’s we needed (e.g. calculating sales was different at each company). We worked with dozens of systems: Salesforce, Infor, Encompix, Quickbooks, Syspro, TMW, and several other homegrown or industry-specific systems.

We built relationships and worked closely with each of the seven portfolio companies in this effort, combining our systems expertise with their day-to-day knowledge of the business. Integrating directly to the data sources ensured the data feed was automated and eliminated any future need to manually pull data.

Launched Real-Time Power BI Reporting
We created dynamic, real-time dashboards and reporting that equip the PE firm and its portfolio companies with the information needed to make data-driven decisions.

The tool empowers the PE firm to better communicate with its portfolio companies by allowing them to collect the data they want when they want it. The report includes a fund-level overview with the ability to get more granular (by company, by date, etc).

The PE firm can now more effectively monitor their investments in real-time and can act quickly to manage risks and issues. The tool enables progress tracking of their value creation, reduces manual data entry, and increases overall data integrity.

- **Empowered Value Creation**: Created sustainable processes by eliminating manual data entry
- **Improved Accuracy**: Directly integrated with data sources to reduce opportunity for error
- **Eliminated Burden**: Provided never-before-seen data to key stakeholders
Automated Scheduling

Company Profile
• Manufacturing, Custom Garage Doors
• Est. Revenue: $30MM/Year

Landscape
• Hundreds of thousands of finished products - constantly developing more
• Manufacturing facility in Warsaw, IN with distribution centers in TN & MO
• Five primary production lines ranging from standard products to completely custom

Problem Statement
• Limited process automation – many manual processes
• Limited technical resources
• Limited product tracking

Delivery
• Process mapping
  We reviewed the scheduling process to identify key automation opportunities. We documented process handoffs and potential future opportunities.

• Implemented Production Scheduling Tool
  We designed a comprehensive scheduling program to minimize the manual nature of the scheduling process. The tool optimizes the schedule and reduces the need for "tribal knowledge." The previous method of spending 8 hrs/day manually scheduling was reduced to 3 hrs/day

$3.3MM
Cost reduction

100%
Systems integration

75%
Reduction in scheduling time

Case Study
Data Science Assessment

Process
- Clear measurements and milestones on projects and programs
- Small teams can move mountains
- Change management

Systems
- Data readiness
- Platforms for creating, deploying, and reusing data science models
- Repeatability integrated into process

People
- Leadership ability to adopt, integrate and sell solutions
- Professionals capability to develop, deploy and maintain world class solutions
Continuing to Navigate Workforce Uncertainties as we Re-emerge

November 17, 2021
The One thing that’s Certain is Change…

- Volatile labor market
- Ever-changing Guidelines
- Vaccine Strategies/Approach
- Return to Workplace Strategies
- Engaging People “where they are”
- Planning for the Future
What is keeping you awake at night?

What are your biggest “People issues”?
What We Heard...

[You are not alone]
Anticipate the “Great Covid Churn”

2021 Has Been A Year Of Massive Job Turnover

• People hunkered down in 2020
• People are re-thinking their options
• People are ready to move closer to home
• Jobs have changed
• People want control over something
Time to Double-down on your People Strategies

- What can you be doing now to retain your most highly-valued employees?
- What does your Talent Pipeline look like?
- Do you have a competitive compensation & benefits structure?
- What are the expectations and needs of the workforce now and in the future?
- The Power of an Employee Value Proposition (EVP)
Attract & Retain Valued Employees

Create a Safe, Engaging & Rewarding place to work

Pay Competitively: Focus on Total Rewards
Think about...

- War for Talent
- Candidates now act like Consumers
- Work schedules: Flexibility is key
66%  
Percentage of People without Jobs right now want to Change Careers

81%  
Percentage of Professionals prefer a Hybrid Work Schedule
What’s a stake?

Revenues
Customer Satisfaction
Efficiencies
Retention
Hiring Costs
Organization Wellness
Employee Engagement
What Does Your Talent Pipeline Look Like?
Talent Attraction

- Not just “Job Posting” anymore
- Engage them – Early & Often, Employment Branding
  - Get Creative
- Meet them where they are
  - Childcare/Flex Schedules/Security/Safety/Growth
- Consider Sign-On Bonuses, Refer a Friend Bonuses
- Flexibility is key!
Retaining Your HVP

- Identify & Engage Them
  - Use the systems already in place
  - Actively re-Recruit our HiPos

- If They are Not Growing, They are Going
  - Stay Interviews not Exit interviews
Talent Attraction & Total Rewards

• Need Competitive Wage data
  • Where are you getting your data?
  • Perform a Total Comp Structure Review/Competitive Analysis

• Does the offer match your Brand?
• Benefits are increasingly important
• Part-time Hours/Flex Schedules
Wellbeing: *Now is Not the Time to Back off!*

Provide Holistic Benefits that support/enable employees’

- Life Work Balance
- Mental Health
Mental Health, Productivity & Engagement

The impacts of mental health

Poor mental health is directly linked to reduced motivation, output

- Employees without mental health concerns
- Employees with mental health concerns

Productivity:
- 86% of employees with mental health concerns
- 60% of employees without mental health concerns

Engagement:
- 79% of employees with mental health concerns
- 47% of employees without mental health concerns

Source: MetLife

Created using www.datavisu.al
What can we do?

- Upskilling
- Reskilling
- New Talent Models
- New Sources for Talent
Engageable Moments

• Recruitment
• Onboarding
• Orientation
• Training & Development
• Employee Check-Ins

• Coaching
• Performance Feedback
• Mentoring
• Company Social Events
• Recognition Programs

• Communications from Senior Leaders
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