New Directions for Business Growth and Improvement
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Now is the time to accelerate growth, improve efficiency, and develop new business opportunity. The Nebraska Business Development Center (NBDC) will help you define your business needs and tailor a solution to generate impact. Our solution sets include ways to:

- Improve operational efficiency while increasing employee engagement and productivity.
- Innovate and commercialize technology.
- Develop talent, manage change and grow revenue.
Define the need

Manufacturing Competitiveness Review

The Enterprise Assessment is the first step in our strategic, hands-on approach to help improve your company’s performance. The assessment is a comprehensive on-site evaluation of your operations that appraises the capabilities and gauges the effectiveness of your business systems. You will learn how you rate against your competition. The review will isolate which strategic and tactical business improvement services will help you to raise your performance and provide you with a customized action plan.

**BENEFITS OF COMPETITIVENESS REVIEW**

- Quick process
- Fresh, impartial perspective
- Benchmark against competition
- Customized action plan

Market Trends Assessment

If you’re considering expanding sales within the US or internationally, you need to know your major competitors, their market share, and where they are growing or contracting. Knowing the average sales, revenue, employment, and wage statistics for your industry gives you a picture of your comparative performance and helps you see opportunities for growth. The Market Trends Assessment also provides a measure of your industry’s adoption of new technology and innovation.

**BENEFITS OF MARKET TRENDS ASSESSMENT**

- Stay ahead of competition
- Strategically plan new market penetration
- Respond to industry drivers
- Stay current with technology innovations of your industry

Assessment for Growth Plan

This assessment provides important insight into the fundamentals of your business as you pursue a strategy to grow and increase profitability. It analyzes your pricing as an accurate reflection of your costs. It looks at current profit cash flow and whether it is adequate to support growth. It identifies if you need a new product or if you can expand with existing products into new markets. Your existing productivity numbers and customer service metrics are also analyzed.

**BENEFITS OF AN ASSESSMENT FOR GROWTH PLAN**

- Identify internal limits
- Ascertain strategy
- Obtain custom Visual Information Map of diagnosis and prescription for growth
Improve Operations

A true culture of continuous improvement requires engagement and understanding across the organization, harnessing the creative power of people. Real continuous improvement requires an organizational culture change which can be achieved through a systematic approach. It does not start with a list of tools to change the way things are done. It starts with a change in the way everyone in a company thinks about what they do, how they do it and why it matters. It starts with an open mind and proceeds from there to permeate and change the whole business from the boardroom to the last link in the supply chain.

Benefits of Continuous Improvement Culture

- Improved Cash Flow
- Higher Profitability
- Higher Productivity
- Increased Capacity
- Engaged Workforce

Lean Certification Program

Get hands-on training in Lean manufacturing principles and their practical application from experienced NIST/MEP-certified facilitators. Whenever possible, workshops are offered at a host company’s site to provide actual experience of Lean in the workplace. To receive certification, participants must complete the following six workshops (56 hours, 5.6 CEUs) within 18 months.

Workshops

- Principles of Lean Manufacturing
- Five S Workplace Organization
- Set-Up Reduction/Quick Changeover
- Value Stream Mapping
- Cellular Flow Manufacturing
- Standardized Work

Benefits of Lean Certification

- Provides the opportunity for significant lean training and development
- Is an established Lean standard recognized worldwide
- Develops internal Lean expertise to lead your continuous improvement effort.
- Knowledge & Experience = Lean Strength

“I have taken people for tours of our company for several years. However, the last six months since your group has worked with our company has been amazing. Our workplace organization and flow is very apparent to our customers and has helped us close the sale on new business. Thanks again.” —business owner
Principles of Lean Manufacturing

Learn the principles of Lean manufacturing and how to apply them. The mix of classroom lecture and live simulation will give you firsthand experience in how Lean improves quality, reduces costs, and increases productivity. Lean Principles provides you with an overview of the power in improving your processes.

**BENEFITS OF LEAN**

- Reduce cycle time
- Reduce inventory
- Reduce costs
- Increase capacity
- Improve lead times
- Increase sales
- Increase productivity
- Improve quality
- Increase profits
- Increase employee satisfaction
- Increase customer satisfaction

The 5S System

Based on the classic manufacturing text Five Pillars of the Visual Workplace (Hiroyuki Hirano, 1995), this course teaches shop floor workers the basics of the five S’s (sort, straighten, sweep, standardize, sustain). The 5S system is the foundation for all workplace improvements.

**BENEFITS OF THE 5S SYSTEM**

- Improve quality
- Achieve work standardization
- Decrease changeover time
- Improve safety
- Reduce storage costs
- Reduce cycle time
- Reduce machine down time
- Boost employee morale, as well as work environment
Set-up Reduction

Learn the fundamental principles of set-up reduction. The course follows the principles first expressed by Dr. Shigeo Shingo and his work on Single Minute Exchange of Dies (SMED). Participants learn the standard methodology in applying SMED to any type set-up, changeover or process in any industry and environment.

**BENEFITS OF SET-UP REDUCTION**

- Respond to customer needs and schedules with more flexibility
- Improve on-time delivery
- Decrease costs due to excess inventory
- Increase line and machine capacity levels
- Increase changeover accuracy
- Reduce startup defects

Value Stream Mapping

In this two-day workshop, learn how to eliminate waste by mapping the flow of products from raw materials through the manufacturing steps to the final product. Real company examples and case studies will be presented. Participants will create current and future state maps for their own company’s value stream.

**BENEFITS OF VALUE STREAM MAPPING**

- “See the flow” of your value stream and wastes in the flow
- View all products from a system perspective
- Draw both material and information flows of your value stream
- Draw a blueprint for lean transformation-The Future State Map
- Prioritize activities needed to achieve the Future State- the implementation plan

Cellular/Flow Manufacturing

Learn how to link and balance manufacturing operations to reduce lead times, minimize work in process, optimize floor space usage, and improve productivity. The instructor will lead the class through the MEP five-step process for designing and implementing work cells. This process applies to both assembly and machining applications. Includes Kanban and Pull methodology.

**BENEFITS OF CELLULAR FLOW/MANUFACTURING**

- Maximize value added time by each worker
- Minimize part movement and inventory
- Reduce lead times, cycle times and waiting times
- Increase productivity and quality performance
- Free up floor space
- Improve efficiency of cross-training
- Increase communication
- Increase flexibility
- Increase employee morale
Standardized Work

Documented standards are a requirement for any company seeking to continuously improve. Standardized Work describes a work process and provides a baseline for measuring improvement. This hands-on course will demonstrate how to analyze the interaction of people, materials, methods, and machines in a work process and develop the most effective combination of resources in the best sequence to achieve the desired output and reduce waste.

**BENEFITS OF STANDARDIZED WORK**

- Reduce variability
- Reduce injuries and strain
- Reduce training time
- Create baseline for continuous improvement
- Increase production

Lean and Green

A lean and green review includes a focus on environmental wastes as part of the lean enterprise analysis. The federal government and Fortune 500 companies are focusing on environmental aspects like carbon emissions and toxic releases that go beyond simple compliance with regulations. Position your company as a vital contributor to the supply chain by providing your customer a lower carbon footprint while you reduce costs associated with wasted materials and energy.

**BENEFITS OF LEAN AND GREEN**

- Reduce costs
- Create value for your customer by lower carbon footprint
- Reduce handling of hazardous materials
- Reduce risk of environmental accidents
- Reduce employee exposure
- Innovate process solutions
- Reduce regulatory burden

Pull Systems/Kanban

Pull Systems/Kanban control the flow of resources in a production process by replacing only what has been consumed. These are customer order-driven production schedules based on actual demand and consumption rather than forecasting. Implementing Pull Systems can help you eliminate waste in handling, storing and getting your product to the customer on time, every time.

**BENEFITS OF PULL SYSTEMS/KANBAN**

- Reduce overall inventory
- Reduce work in process
- Reduce order turnaround time
- Increase customer satisfaction
- Improve cash flow.
Kaizen

Kaizen in an intensive and focused approach to Process Improvement. Kaizen means “continuous improvement.” This continuous improvement methodology combines lean manufacturing tools such as the 5S’s of Workplace Organization and Standardization, Cells, Pull/Kanban, Setup Reduction and Line Balancing. Each tool incorporates team empowerment, brainstorming and problem solving to rapidly make improvements to a specific product or portions of your processes.

**BENEFITS OF KAIZEN**

- Immediate results
- Involvement of the workforce
- Visual, action orientation
- Can use ongoing, once-learned concepts
- Fosters communications
- Creative vs. capital investments
- People think from a “business” perspective
- Implementation smooth due to a TEAM concept

Overall Equipment Effectiveness through Total Productive Maintenance

Boost capacity and improve quality by increasing your equipment’s life expectancy. OEE allows companies to pull separate business functions together with a single useful metric. Examine the power of applying Overall Equipment Effectiveness as a building block of TPM.

**BENEFITS OF TOTAL PRODUCTIVE MAINTENANCE**

Typical manufacturing operations have experienced improvements in the following areas in a relatively short period of time (6-12 months) through the implementation of TPM:

- Overall equipment effectiveness (capacity) improvement of 25-65 percent
- Quality improvement of 25-50 percent
- Maintenance expenditure reduction of 10-50 percent
- Percent planned vs. unplanned maintenance increase of 10-60 percent

“Our company took the course and found it quite educational. Identifying the simplest details that you initially overlook and then improving upon them adds up to some significant improvements ergonomically, in productivity and in good business practices. The course was taught by people who were able to add actual experiences.”
Problem Solving Training

It has been proven that the most successful companies in the world have workforces’ that excel in problem solving. Lean, if applied properly, will force the awareness of problems. Thus, continuous improvement relies on the ability of your workforce to solve problems. This course will guide the student through a systematic flow of problem solving utilized by Toyota.

**BENEFITS OF PROBLEM SOLVING TRAINING**

- Learn a common language for communicating activities and results
- Build Teamwork
- Create a standard for problem solving
- Solve the root cause and not the symptom
- Drive organizational learning

Plant Layout

An effective plant layout is the heart of lean manufacturing. The goal is to arrange people and equipment in a sequence that supports a smooth flow of materials and components through the production process with minimal transport or delay. All plant layouts have a life cycle due to the changing of products, customers, technology, processes and continuous improvement.

**BENEFITS OF PLANT LAYOUT**

- Increase throughput
- Decrease overhead
- Increase on-time delivery
- Reduce floor space requirements
- Safer work environment

Learn the fundamentals of Problem Solving the Toyota Way using Root Cause Analysis

A properly designed plant layout is an important source of competitive advantage
Lean Office

Collect payment from your customers faster by shortening your Order-to-Cash time. Lean Office helps companies with any type of administrative function to streamline information flow—the gathering, improving, movement and storage of information. Just like lean for the factory floor, Lean Office focuses on reducing total cycle time—in this case, the time between orders being placed and when payments are received. Over 40 percent of total cycle time occurs at the front end of a project. Tasks such as taking orders, confirming credit, designing parts and ordering materials eat up approximately 42 percent of a typical company’s total cycle time. Manufacturing and shipping account for only eight percent. The remaining 50 percent of the cycle time is spent waiting for customer payment. Lean Office can help reduce your total cycle time by helping you streamline beyond the shop floor-improving customer and employee satisfaction in the process.

BENEFITS OF LEAN OFFICE

- Reduce paperwork process time up to 90 percent
- Improve on-time performance up to 90 percent
- Reduce work in process up to 90 percent
- Reduce errors up to 50 percent
- Reduce floor space up to 75 percent

Sustainable Supply Chain

Direct interaction with supply chain partners can enable you to reduce total inventory levels, decrease product obsolescence, lower transactional costs, react more quickly to changes in the market, and respond more promptly to customer requests.

BENEFITS OF SUSTAINABLE SUPPLY CHAIN

- Increase competitiveness
- Reduce environmental impact and associated risks and costs
- Reduce scrap and wastes
- Lower training and material handling costs
- Increase revenue by converting wastes to by-products
- Reduce wastes through material tracking
Executive Coaching

The most challenging part of a lean transformation is motivating, inspiring, and effectively leading others. To achieve a real transformation to continuous improvement, it is essential that your management team have the confidence and ability to connect with others in a way that is positive, motivational, genuine, visionary and trustworthy. One-on-one executive coaching will equip your team with a customized action plan to achieve success in a lean transformation or even if you are just managing change.

**Benefits of Executive Coaching**

- Identify those things that will rapidly accelerate you and the lean initiative to higher success
- Move past limiting beliefs and patterns
- How to handle difficult situations or people
- Skills needed to lead an enterprise-wide change initiative
- Address weakness, but focus on enhancing strengths

“We found the Lean training offered by NBDC to be very helpful in our current continuous improvement efforts. You have a very seasoned training staff that truly cares about educating Nebraska businesses in Lean improvement methods that can immediately provide results to the bottom line.”—production manager

Leverage your strengths and develop your executive team in ways that bring greater effectiveness and satisfaction to your organization.
Innovate and Commercialize Technology

Lean Product Development

Lean Product Development teaches tools and methods to reduce waste and improve results in the process of developing new products. You’ll learn why it’s important to be “quick to fail” and you will learn tools that will help you evaluate new designs, markets, costs and risks.

**Benefits of Lean Product Development**

- Develop product differentiation
- Reduce time to market
- Cut product cost
- Lessen risk

Tech Driven Market Intelligence

When launching a new product or entering a new market, you need real-world insight into the specific technical and market barriers and opportunities. Technology Driving Market Intelligence (TDMI) is unlike traditional market research because it combines market assessment with a technical assessment of your product. It includes details of prevailing technical performance and user requirements to assess how well your product could meet these needs. It also identifies best options for moving forward with development, partnering, and market entry.

**Benefits of Tech Driven Market Intelligence**

- Assess your product to identified user requirements
- Benchmark your product to prevailing technical performance
- Identify potential partners and competitors
- Identify market trends
- Fill in knowledge gaps around regulatory or IP issues

Technology Scouting

Beginning with specific problem definition, Technology Scouting is a rigorous, systematic, iterative approach of proactively conducting searches for solutions against specific criteria. Secondary research is conducted to determine viability of likely technology solutions and they are presented to you. Refinement is made and primary research is conducted resulting in a final target technology descriptions.

**Benefits of Technology Scouting**

- Specific problem definition
- Non-obvious solutions
- Insight from non-core industries
- Access to new technologies
National Innovation Marketplace

Use this online service to review requests from government and businesses for inventions and services, evaluate opportunities to invest, distribute, manufacture, or assist in research and development for new technologies, or find or post specific manufacturing and R&D expertise to fill a specific need. Information is categorized by industry and area of expertise.

**BENEFITS OF NATIONAL INNOVATION MARKETPLACE**

- Find new markets
- Identify innovative business opportunities
- Find manufacturing or R&D expertise
- Advertise your innovative expertise

Small Business Innovation Research (SBIR)

SBIR grants are specifically awarded to small business (less than 500 employees) for innovative research which furthers the basic goals of several federal agencies. SBIR provides over $2.5 billion annually to small businesses for high risk research. NBDC provides training and one-on-one assistance with planning, proposal writing, and commercialization plans to improve your chances of winning an award. Some Nebraska businesses continually rely upon SBIR funding to develop new products—no equity is sacrificed and patent rights remain with the business.

**BENEFITS OF THE SBIR**

- Clear definition of innovation benefits
- Specific, step-by-step research and development plan
- Commercialization plan is developed
- Awards require no equity to be sacrificed
- Patents and proprietary rights remain with the small business
- Ready-market: some agencies will purchase your innovation

Market Research Report

NBDC’s Market Research Report provides in-depth analysis of your market. It includes market size, segments, industry trends, and industry leaders. It analyzes your competition—their market trends and projections, their principal vendors, and their product differentiation. Identifies new potential clients (new markets), identifies competition, identifies market trends and identifies projections for market segments, identifies competitor analysis through identification of key competitors, principal vendors and their product differentiation, market trends and projections and importing and exporting and business with the government.

**BENEFITS OF MARKET RESEARCH REPORT**

- Expand markets
- Acquire new customers
- Outperform your competition
- Learn industry trends
Increase Productivity and Engagement

Leadership Development

NBDC offers a comprehensive course in leadership development delivered monthly for 12 months to a cadre from your company or of your peers. The specific topics covered include running productive meetings, leading virtual teams, understanding and valuing differences at work, effective change management, managing people and work styles, and sustainability. These topics can also be taught on a stand-alone basis.

**BENEFITS OF LEADERSHIP DEVELOPMENT**

- Develop knowledge of self, group dynamics and communication processes
- Foster ethical decision-making through critical analysis, integrity, and character
- Cultivate an inclusive work environment
- Value diversity and learn inter-cultural communication
- Deal with change constructively

Project Management Certificate

NBDC Project Management Certificate will give you or your team the skills and knowledge to organize and lead projects successfully. All workshops can be used to earn the Project Management Professional (PMP) credential and the Certified Associate in Project Management (CAPM) credential awarded by the Project Management Institute.

**REQUIRED WORKSHOPS**

- Successful Project Management
- Microsoft Project 2010
- Requirements Elicitation Methods and Model
- Building 4-Dimensional Teams

**BENEFITS OF PROJECT MANAGEMENT CERTIFICATE**

- Gain the capability to produce desired project results on time and within budget
- Improved team performance
- Fewer issues with key stakeholders

“Coaching for High Performance will be very helpful in the training I do on the job as well as help me communicate better with upper management.” – Dave Push, Valmont Industries
Agile Practices Certificate

Discover the benefits of using an agile developmental model to deliver new software or physical products, new processes, or even a new way of running a business operation within a short period of time and with high quality. Relying heavily on interactive exercises, this program will get you up to speed with the ideas, terminology and methodologies that go with attaining agility as a team or company.

**REQUIRED WORKSHOPS**

- Agile 101
- Requirements Modeling
- Facilitation and Collaboration in an Agile Environment
- Lean Processes (non-software)
- Agile Software Development
- Scrum
- Agile Implementations Using Kanban, WIP and other Lean Methods
- Agile as Culture Change
- Agile Program/Portfolio Management

**BENEFITS OF AGILE PRACTICE CERTIFICATE**

- Greater focus on quality
- Increased team discipline
- Improved relationships with business stakeholders
- Faster and more consistent delivery of results

“The instructor was very engaging, informed and prepared. I appreciated that he took time to understand my company and tailored activities to be relevant to me.” —Jessica Koenigsman, Valmont Industries
Business Analysis Certificate

Master the competencies needed to prepare today for the needs of tomorrow. Determine project or system requirements, control scope and manage project requirements throughout the development cycle. All workshops are BABOK-aligned (Business Analysis Body of Knowledge).

REQUIRED WORKSHOPS

• Core Principles for Business Analysis
• Process Mapping for Business Improvement
• Requirements Elicitation Methods and Models
• Prioritize and Agonize
• Running Productive Meetings
• Successful Project Management

BENEFITS OF BUSINESS ANALYSIS

• Positions your company for future growth
• Reduces re-work and waste
• Increases business partner confidence in your output
Manage Change and Growth

Strategic Planning and Policy Deployment (Hoshin Planning)

Strategic planning helps an organization exceed customer expectations and stay competitive. The Hoshin process is a systematic planning methodology for defining strategic objectives and focusing only on the critical few. Objectives are cascaded down through the organization as plans are developed and goals set at each level of the company. In effect, the goals of every individual should support the goals of the next person up in the hierarchy.

**BENEFITS OF POLICY DEPLOYMENT**

- Produces actionable plans
- Links daily activities to strategic plan
- Ensures accountability for specific objectives
- Enables entire organization to focus on shared vision

*Align your organization to achieve strategic breakthroughs*
Resources

NBDC Capital Access Assistance

NBDC has extensive experience combining multiple sources of financing for businesses, including state and local economic development programs. Consultants specialize in helping businesses meet the financing requirements of SBA 7a loans, preparing complete pro-forma financial statements and assisting both entrepreneur and bank with SBA loan package requirements. NBDC also packages loans for SBA 504 (designed for buildings and capital equipment, including machinery used in manufacturing). Entrepreneurs seeking equity financing can get assistance preparing proposals for angel investors. NBDC is a sponsor of Nebraska Angels.

**BENEFITS OF NBDC CAPITAL ACCESS ASSISTANCE**

- Develop solid cash flow plans that improve financial stability
- Improve banking relationships
- Benefit from state and locally sponsored economic development incentives
- Get independent analysis of financing options

NBDC Procurement Technical Assistance (PTAC)

The NBDC procurement technical assistance program provides one-on-one consulting and training opportunities to help small businesses compete for government contracts. This includes assistance in locating prime contractors on federal grants. Firms that are prime contractors and who seek subcontracting relationships with small businesses may also take advantage of NBDC procurement assistance.

**BENEFITS OF THE PTAC**

- Grow sales revenue through government contracts
- Understand “fully burdened costs”
- Become properly registered on the federal System for Awards Management (SAM)
- Develop a system for writing winning proposals
- Develop a post award system that improves performance reports and speed of payments
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