

Digitizing Policy Deployment Drives Greater Focus, Daily Execution and Collaboration at Bonnell Aluminum

EXECUTIVE SUMMARY

CLIENT

- > Operating for over 60 years, Bonnell Aluminum provides capabilities in aluminum extruding, fabricating, and finishing

CHALLENGES

- > Operational and process differences between the parent and newly acquired businesses
- > Manual, spreadsheet-driven business system and policy deployment management practices that vary across every location and department
- > No streamlined visibility of business performance aligned with higher level strategic goals

OBJECTIVES

- > Create detailed visibility into company performance relative to annual and 3-5 year breakthrough objectives
- > Implement policy deployment and cascading goals down to multiple levels into the business
- > Eliminate cumbersome spreadsheets for managing policy deployment

STRATEGY

- > Move policy deployment management to Dploy Solutions strategy execution cloud-based platform
- > Provide clear visibility into business performance at every level, location, and functional area
- > Standardize policy deployment processes and format for tracking and reviewing performance

RESULTS

- > Connected daily continuous improvement initiatives to annual goals and longer-term strategic objectives
- > Drove executive management visibility down deep into the organization on one platform
- > Eliminated cumbersome spreadsheets and creating managed KPIs with action plans in one place
- > Established a company-documented online root cause counter measure process
- > During COVID, enabled remote teams to conduct monthly reviews with an improved format

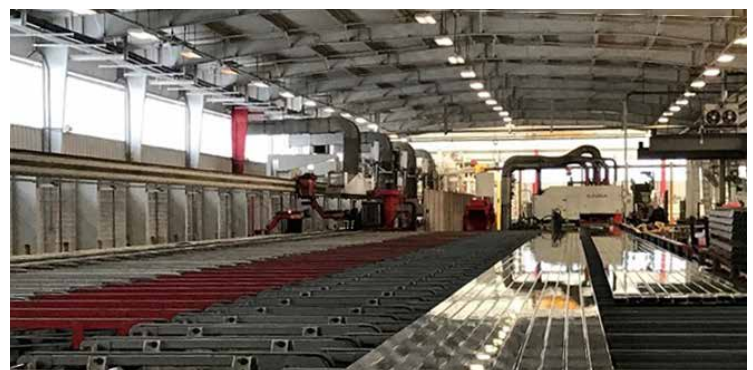
Taking Operational Excellence to the Next Level



60+ Years of Success and Still Improving

For more than six decades, Bonnell Aluminum has been building its reputation in North America as the leading manufacturer of custom aluminum extrusions. Over the years, Bonnell Aluminum has developed products, process, and culture throughout its five manufacturing facilities that align with its key values and Operational Excellence (OpEx) mindset:

1. Excellence in products and service
2. Continuous process improvement and consistency
3. Value creation for all stakeholders
4. Leadership in safety, environmental, and regulatory requirements
5. Trust, respect, integrity, and ethics



Bonnell's approach to Operational Excellence drives innovative thinking for better cost control, quality improvements, and operational efficiencies with extrusion and downstream processes by reducing the “*Z Wastes*” of manufacturing and staying true to core values and beliefs.

Bonnell's Director of Operational Excellence, Jason Ward, came on board in 2013. His charge was to take process improvement to the next level across the entire business. Jason knew that Strategy deployment would be critical at some point to maintain the company's key values. This meant rolling out policy deployment and leveraging technology for swifter execution and direct line of sight into strategic progress both horizontally and vertically across the business.

A New Era for Policy Deployment

Over the years, Bonnell has expanded its business through acquisitions, new products, advanced machinery, and more efficient processes, leading to real value creation for customers and stockholders. However, the Great Recession of 2008 created a substantial reduction in volume, causing the company to realize a critical need for increased efficiencies at all levels of the organization, creating the need to look at Continuous Improvement (CI) processes.

Bonnell Aluminum established its Lean Six Sigma training program in 2008 to 2009. With this new improvement mindset and culture, the company evolved into a more nimble and adaptable company despite challenging business conditions. But with the increasing speed of business as well as disruptive global events that have reshaped the landscape in recent years, Operational Excellence strategies with enhanced strategy deployment and execution was needed to ensure the company is as dynamic as the business environment it operates within.

In 2019, the new VP of Operations, Carl Czarnik, came on board and addressed the need to broaden the scope and improve the effectiveness of existing systems, ultimately creating a Bonnell Business System and cascading it down to the process levels. Jason, with his deep expertise in lean and policy deployment, determined that the only way to take Operational Excellence and the Bonnell Business System to the next level was to roll out an enhanced policy deployment process across the company. At the time, the entire company was using spreadsheets to track and manage OpEx initiatives. Each facility was tracking progress against its own goals but lacked the linkage to the overall annual goals of the company. The only visibility leadership had into the performance of the individual facilities was via monthly reports presented in various formats with no consistency in the data they were reviewing.

“Every spreadsheet was completed in siloes, which meant consolidation was manual. Spreadsheets would get either passed around or accessed through shared drives. Links and formulas would break, which could take hours to fix even when passworded,” says Jason. And then at the end of the planning period, the strategic plan would be shelved away in binders with little reconciliation of progress to the plan.

The fix, Jason determined, would require the ability to easily cascade goals, see linkages between daily management and the impact on strategic goals, and gain visibility at every level and location. The entire process would have to be on a single platform that everyone could access and manage without creating layers of work for administrators.

Jason had begun laying the groundwork for such an approach in 2016 when he created a consistent format using the Hoshin Kanri X-matrix with linkages to KPIs and action plans. He knew that the next step was to transition everything over to a comprehensive system that was designed specifically for this application. Having used an earlier version of Dploy Solutions at a previous employer, Jason reached out to learn about current availability and capabilities and ultimately presented the product to the VP as a cloud-based solution to Bonnell's strategy deployment shortcomings.

Establishing One Singular View All Across and Deep Into the Company

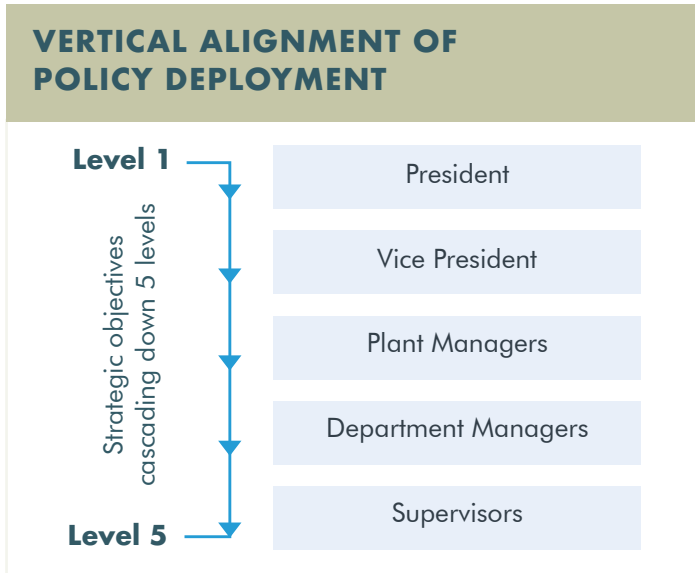
By mid-2019, the implementation of Dploy Solutions Strategy Deployment was underway. Jason now had access to an intuitive platform and a customer support team that was both knowledgeable and responsive. This allowed the move from spreadsheets to the new platform to be quicker and more effective than planned. The transition, while not a small task, was streamlined with customized training, unmatched response time to any questions that arose, and clear guidance around policy deployment needs from the Dploy Solutions team.

When COVID hit, the Bonnell teams were forced to work remotely. But that didn't stop teams from meeting to discuss strategy and continuing to create countermeasures to navigate the business in the new pandemic environment. “Dploy Solutions allowed us to continue working our “Kata” for reviews and do better than just keeping the business in control, but also to continue making improvements.”

In 2020, the entire company fully transitioned from spreadsheets to Bonnell's new digital policy deployment processes using Dploy Solutions. According to Jason, “Not only are we now standardized across the company on how we view and execute the company's vision, but Dploy has saved time and resources in managing the process. Now the focus can be on execution rather than the tool of deployment.”

From an executive visibility standpoint, Bonnell leaders now have vertical and horizontal views into the organization that they need to truly understand performance. Dploy Solutions’ tiered structures allow strategy plan creation and visibility starting with Bonnell’s Strategic (three-to five-year) Objectives. Vertically, the visibility extends down five levels. (See Figure 1)

FIGURE 1



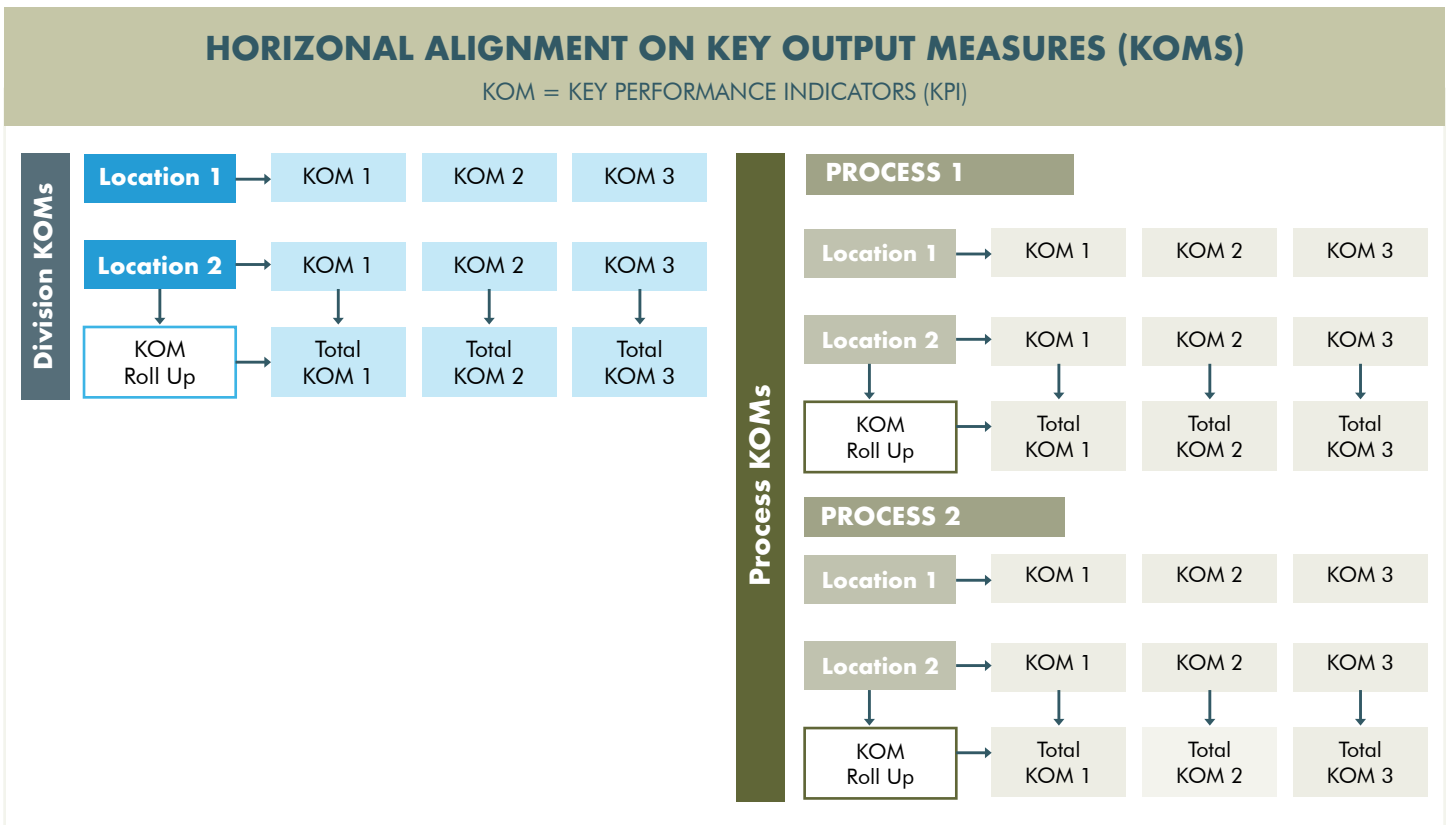
From there, Dploy Solutions enables Bonnell to establish and monitor progress on annual objectives tied to strategic goals and operational targets to improve (TTIs or KPIs).

Horizontally, the organization views progress by KOMs (Key Output Measures) contained in the KPI section. Action plans are managed and updated using Dploy Solutions KPI bowler charts. When targets are off track, the Dploy Solutions root cause countermeasure tools are leveraged to initiate continuous improvement efforts. (See Figure 2)

“At every level, our organizational leaders can see if targets are being hit and, if not, they can see what course correcting actions are in place to get back on track. The monthly reviews are now more productive with everyone using the same routine, tools, and data for the reviews. As a group, we can see where the most critical issues are and create an action plan to turn things around quickly or to capitalize on our successes.”

> **Carl Czarnik, Vice President of Operations.**

FIGURE 2



About Dploy Solutions

Dploy Solutions is a suite of scalable cloud-based digital manufacturing software and IIoT platform solutions designed and priced for small to mid-sized manufacturers and distributors looking to grow their businesses. It brings data together from your top floor to your shop floor, including machine data, and it links your organization's strategic goals with your operational excellence activities and digital manufacturing technologies. This integration gives you the tools you need to quickly make smart, informed decisions at all levels of the organization, achieve your operational and financial goals faster, and build a sustainable competitive advantage in the marketplace.

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Although performance reviews continue to happen monthly, plant leaders can now individually manage their business with better planning, knowledge, and tools to execute the strategy at the daily and weekly cadence. It is not only a system to review performance, but also a catalyst for coaching and creating, or fine tuning, processes. Jason explains, "Every day, there are opportunities to improve and now we can address the opportunities right away rather than wait a month to discuss it in meetings when, at that time, the opportunity may have passed. Dploy keeps us aligned to the strategy and process and checks our actions to our goals."

What's next for Bonnell Aluminum?

Bonnell Aluminum's policy deployment process is now operational using Dploy Solutions; all spreadsheet use for policy deployment purposes have been terminated. "At Bonnell, we strive for innovation and excellence. We are excited about the future of improvement as we work up the operational excellence continuum. Dploy Solutions made our system more affective and easier to manage," says Jason.

The next step in Bonnell's Dploy Solutions journey is to upgrade to the enhanced capabilities with the use of the tool's strategy insights dashboards, analytics, and data integration capabilities, all of which is scheduled to begin in October 2021. Jason adds, "I look forward to working with Dploy Solutions customer support team in our migration to the newer capabilities. They are always attentive and responsive to our needs plus willing to hear any ideas for enhancements."

Dploy Solutions is a suite of technology solutions offered by TBM Consulting Group who brings 30+ years of experience with Operational Excellence and a proven track record building management systems that drive sustainable business performance. We offer implementation and consulting services to ensure a wide range of integration support, including management system design and implementation, data integration, setup and tracking hierarchy. Our goal is to provide the best customer experience possible. Learn more about TBM Consulting Group at tbmcg.com.



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