



Athar

Management Consultancy

Who is ATHAR

We create the highest performance organizations and best work environments driven by creativity and innovation to government and service sectors in the UAE.

Athar's experience was focused on improving high performing industries and large organizations, such as Boeing and Airbus.

This allowed Athar to bring this experience to the UAE, which resulted in the 3 step approach (Operational Performance, Metrics and Information Flow, and Practical Innovation and New Value) to create the next performance benchmarks and build the best work environments.

Performance Improvement in Practice

We focus on improving operations' processes while improving the work environment so you can develop the best talent in the world and make use of innovation as a primary driver for the advancement of your organization and its mission.

Boeing called us a few years ago to take a look at their C-17 assembly plant in St. Louis. They had so much demand that they needed to almost double capacity. They had material shortages and only 50% availability which contributed to them falling behind schedule.

12 weeks later, we had increased labor efficiency by 75%, reduced costs per plane from 60 Million to 30 Million and reduced lead times from 180 days to 50 days all while increasing reliability, making this a new world benchmark that stands to this day.



In a local example, a government owned company in Abu Dhabi had been trying to increase production capacity for 3 years without success.

Within 10 days, we increased their production capacity from 110 Tons per day (24h cycle) to 240 Tons per Day with higher quality, reliability and availability and with no additional expenses.



How we can Benefit You

Increasing Efficiency and Productivity

We deliver practical improvements with pre-determined measurable results. We will increase your teams efficiency and productivity with a combination of worlds' best work practices, process improvements and our software management systems.

Achieving Goals

Visualize where you want to take your organization in the future, how you want it to be and we will help design the path and walk along with you, working side by side with your teams, to ensure your performance progress is not lost over time, but instead accelerated and increased in quality and reliability.

Increasing Employees' Engagement

While increasing performance, we also focus on employees' engagement and work satisfaction, as we have found that to be critical for long term performance acceleration and innovation within any organization.

How we Improve Performance

We improve organizations and make them the best working environments there are. To help you achieve this goal, we divided our approach into 3 major steps.

We provide a software platform to integrate your improvements, if you do not yet have your own, and we will work with your internal teams to fully optimize the platform to your needs.



Step 1: Operational Performance



Step 2: Metrics and Information Flow



**Step 3: Practical Innovation and
New Value Development**

STEP 1

Operational Performance

Timeline Implementation (for Step 1)

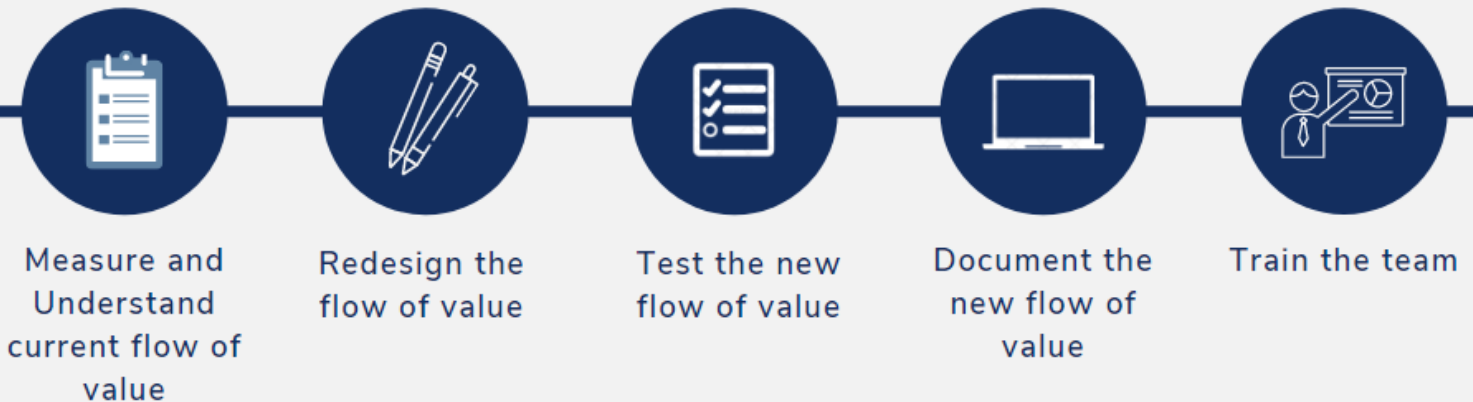


We improve your organizations' performance by increasing operation's stability, predictability and without back flows such as; defects, wastes or misused resources that require readjustment downstream. This increases performance significantly, while increasing quality and reliability, simply because the organization can function with tighter tolerances due to lower variance in their processes.

STEP 1 RESULTS IN	Higher productivity with fewer working hours	Faster operations by reducing lead times	Lower work in progress, rework and follow up
	Higher quality, reliability and availability	Lower working capital requirements	Less firefighting between management

Step 1: Operational Performance (Method)

(The goal is to increase operational performance, stability and predictability)



1. Understand how the organization works in practice. How value is created and how value moves through the organization. We measure with precision to see how stable and reproducible each step is.
2. Determine where it is most critical to stabilize and improve performance first. We prioritize and redesign activities by overall impact. How much true value we can extract from these activities in time, quality, effort relief and other resources.
3. Redesign the flow of value and thoroughly test the new flow to make sure it is not just higher performing, but also more reliable, predictable and stable. We eliminate back flows, rework and other inefficiencies, implement pull methods (on demand methods) where possible and eliminate work in progress inventories. Finally we error proof and implement SMED (speed up setup times) for the process steps. This encompasses improving actual work being done that involves daily activities, processes and policies.
4. Document the new standards and train the staff on how to continuously revise and improve the system over time.
5. We develop an operations metric system and control center so relevant information is available at the right time to the right decision makers. This allows for proactive decision making, which is one of the backbones of high performance operations.
6. The best performance is enabled by the best talent in the field. We develop a cross skill mastery program as one of the critical pillars to develop the best talent in the industry and further secure stability and reliability in the organization through professional competence.

STEP 2

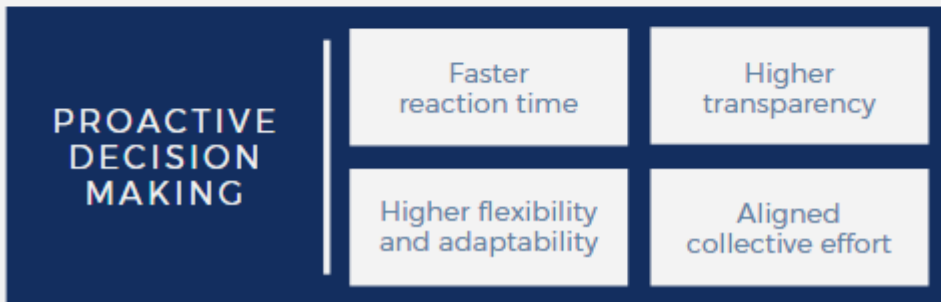
Metrics and Information Flow

Timeline Implementation (for Step 2)



We increase your employees' engagement in the organization while allowing for faster reaction times to decisions made in a constantly changing environment. This enables the flexibility and enthusiasm of a startup company applied to organizations of any size.

STEP 2 RESULTS IN



Step 2: Metrics and Information Flow (Method)

(The goal is to always have the right information in the right place and time; Improve proactive decision making; Align all tasks to Mission; Increase engagement and loyalty rates)



Assess current metric system and measure its influence



Redesign and realign the metric system



Design systems for collecting metric historical data and analytics



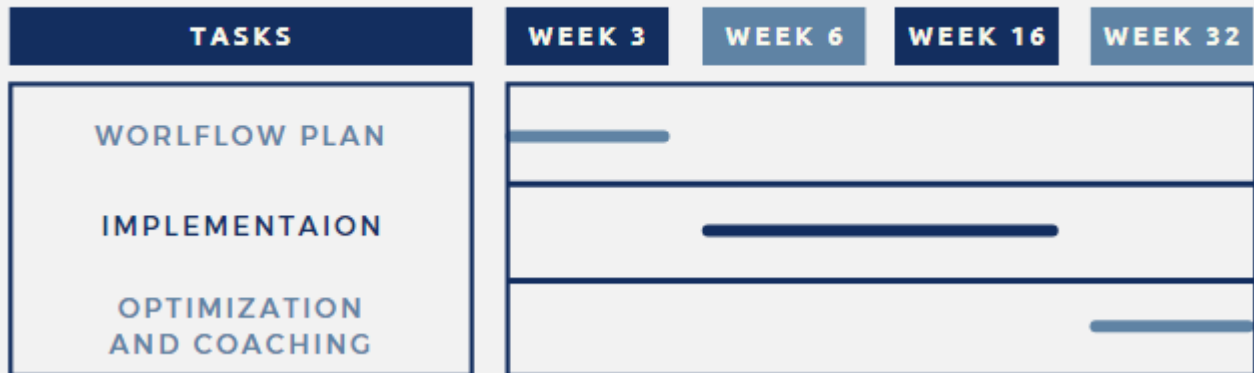
Deploy information flow and metric visualization system

1. Assess the current metric system and identify how staff connects to the organization's purpose through their tasks, how they're visualized and updated.
2. Layout current purpose cascading and information flow, value and efficacy. We measure metric influence over behavior alignment.
3. Redesign and realign the metric system, defining appropriate metrics that are focused on clarity, progression and clearly linked to the organization's mission and historical validity. We eliminate information overloads and leaks, as well as, non-value added information and metrics.
4. Design an information flow system, drawing clear and unambiguous vertical links. We create schedules for information flow systems and timings. We draw and deploy information hubs.
5. Create metric and information flow analytics and improvement center, designing a metric historical data collection system and a metric analytics system to study and improve variability, accuracy, reliability and behavior alignment of current metrics and information flow systems as well as further improve upon them over time.
6. Create and deploy the information flow and metric visualization systems, using appropriate visual displays for vertical flow, projects being conducted, as well as individual displays and logs to aid individuals with their tasks and skills improvement progress.

STEP 3

Practical Innovation and New Value Development

Timeline Implementation (for Step 3)



We implement with you a workflow that is tailored to bring more innovation in your organization because innovation gives your organization the opportunity to be the only one serving the market, or to be a step ahead of competition when it exists, but most importantly, innovation gives your organization the opportunity to truly better serve your customer tomorrow.

Innovation comes from creative minds who work in the organization and for them this is a mean to make meaningful contributions to society and living an exciting and fulfilling career.

Currently, there are only a handful of organizations around the world experimenting with this level of innovation, such as Google, Atlassian and Amazon.

Implementing this step successfully is equivalent of becoming the best performing organization in its field. It's also a way to open the door for every person to make a lasting contribution to the world that they can be proud of and jump ahead of the curve when it comes to serving new and current markets.



Step 3: Practical Innovation and New Value Development (Method)

(The goal is to use practical innovation to create strategic advantages and bring new value to the market place; Develop best problem solving and product development; Reach the highest level of engagement in creating new value and new markets)



Study appropriate innovation tools for the project



Integrate innovation workflow



Adjust and Finalize the innovation cycle



Train the team

1. Plan innovation workflow integration into current work by studying which innovation tools are most appropriate to each work environment. We draw the innovation metric system and design training for the staff on applying innovation for their organization.
2. Deploy tools and support system pilots and we start the training programs.
3. As training completes, we ramp up the system, adjusting the innovation cycles frequency and depth, while coaching management on how to best take advantage of new value creation.
4. Coach leadership and teams on long term innovation and value development.

Case Studies

Defense Aviation Repair Agency Repair Centre



- New contract for decommissioning of aged-out aircraft
- Quality standards maintained to aerospace industry standards

The Project

DARA, the largest government owned aerospace repair facility in Europe, came under review by the UK Ministry of Defense for privatization, meaning it would soon move from privileged service provider to the Royal Air Force to that of a commercially competitive supplier to prime aerospace contractors like Boeing, BAE Systems or Rolls Royce.

DARA VC10 large aircraft facility was required to increase the number of aircraft serviced from 2.5 to 10. These new targets were a great challenge since on time delivery of the 2.5 units was so far disappointing to the point of straining relations with contractors and end-users.

Management struggled with control of the business, lack of ownership of processes and systems, commercial pressures, etc.

DARA VC10 programme needed to become a business success showcase.

What we did

- Assessed the leadership profile.
- Organized work, materials, teams, performance measures and communications.
- Leadership team coaching.
- The way of working was developed into daily, weekly and monthly disciplines for all levels of the organization, from senior manager to aircraft fitter.

Organizing the work

- Although the view was that every aircraft was unique, our analysis showed that the workload could be more predictable. Each instruction was broken down into measurable tasks with target completion times and resource requirements. This activity became the touchstone for the whole program.
- Visual performance displays were created featuring progress against plan, workloads and causes for delays.
- 15 minute meetings were instituted at 8 AM every day at the visual displays to update the charts, check the status and discuss progress and assign tasks.

Organizing the teams

- Assigning roles and responsibilities, creating reliable autonomy and accountability.
- Performance metrics, reflecting the needs of the customer, supplier and end user while establishing visual controls for instant performance snapshot and redesigned communication networks assuring full, two way feedback.
- Task and operations performance reviews starting with the daily meetings.
- Leadership behavior development (the correct leaders for the appropriate jobs)
- Individuals with character and vision were positioned to lead change
- Individuals with cautious and methodical traits were crucial in maintaining safety and technical standards

We redesigned the hangars layouts and introduced efficient audit procedures.

As results started to show, the program was recognized and praised by the Board, customers and end-users on the transformation that turned the VC10 programme into the best performing business unit within DARA.

Case Studies

UK H M Revenue and Customs



- Dramatic change in culture from rigid bureaucratic to open, where everyone participated in developing ideas to further improve performance.
- Communications improved due to Primary Visual Displays.

The Project

This project was carried out for the Debt Management Department to improve the department so that the amount of Tax debt could be reduced by 16 Billion AED through its debt recovery departments.

The challenge was to implement changes and deliver significant performance improvements despite heavy regulatory compliance requirements and externally imposed standards.

Project Role

- Implement Daily Management System
- Develop Standard Operating Procedures for the key management processes. The goal was to develop high performance teams with defined new ways of working using a combination of on-site training, VSM, waste reduction initiatives and executive coaching.
- Develop Self Sufficiency.

What we did

- Conducted training and education sessions
- Developed all training material including training aids and kitbags
- Monthly reviews were carried out with the head of HMRC

The programme was launched with a workshop for Senior Management that:

- Introduced waste reduction and continuous improvement
- Identified prioritized areas for waste elimination
- Role of leadership in implementation

Teams training

- Principles of performance improvement
- How to implement in the business areas
- Developing the team to continually improve performance

Case Studies

Atomic Weapons Establishment



- Performance and reliability significantly improved.
- Communication speed and accuracy improved.
- Reduction of patrolmen, better management of overtime and dep. continuous improvement activities resulted in net savings of 3.7 million AED.
 - Redesign of supervision hierarchy, 20% reduction in non-added value activities and back charge to each facility for patrols resulted in net savings of 3.6 million AED.
 - Revised shift patterns and manning, upgraded alarms, web cams, floor sensors as well as multi-skill safety shift personnel resulted in net savings of 7.1 million AED.

Safety shifts department is one among many of the events that took place within the AWE.

The Project

AWE is a government owned entity that's managed by Lockheed Martin, SERCO and BNFL.

They were challenged to reduce costs by 40% to 50% while maintaining commitments. This was for them a significant hurdle, because handling nuclear weapons involves very strict procedural and legislative requirements. Legal and technical provisions also enforce the need of more than 80% of the staff to be support and 20% actual manufacturing related, which is very atypical in a normal production environment.

We designed a training programme to develop in house experts that were charged with the roll-out of learning and implementation of our performance improvement program.

Project and Role

Our approach focused on ensuring;

- Security provisions (due to the strict regulations and materials involved)
- Benefits realized as soon as possible
- Internal self sufficiency

Training

- Off-site workshops.
- Managers sent directly to the shop floor to see the issues first hand and understand how to solve them.
- Intensive training on tools and methods, including the handing out of toolkits to facilitate use.
- Primary visual displays and communication systems.

Implementation

- 50-50 joint work with internal team.
- Plan, run and monitor improvement events within the AWE.
- Lean Daily Management System implementation.
- VSM for local areas.

Case Studies

SERCO Armory

The Project

When the armory was relocated from Uxbridge to Northolt, we were asked to review the working practices for weapons, munitions and explosive control servicing and storage, and eliminate non valued added activities and structure a working system that efficiently matched demand and supply.

What we did

After reviewing the work practices, man power utilization and shift patterns, we redesigned the ways of working resulting in:

- Reduction in manpower cost requirements by 44%
- Manpower utilization improved by nearly 90%, allowing capacity for additional work and expansion.
- Transparency in performance and operations
- Safer and more reliable work space
- Simplified and more efficient admin and communications
- Improved customer relations

These results turned the armory into a new benchmark for other sites in the industry.

Case Studies

Military Training Facility Project

The Project

The project was based at the central training facility for recruits entering the army to become fully trained mechanical, electrical and electronic Technicians.

Although criteria were set down before starting to achieve a high pass rate, the pass rate was lower than expected resulting in additional cost for extended training.

A value stream mapping (VSM) approach was used to identify the overall process and time scales plus the non-value operations. This highlighted the underlying issues that resulted in the long training programs, lower first-time pass rates and weaknesses in the academic criteria for selection.

What we did

While working with the senior planning and training staff, streamlined training programs were developed and implemented.

This resulted in a higher first-time pass rate against the planned training program time. It allowed personnel to join their units, to plan or continue to the next phase of training for the higher skilled trades. This was a systematic approach to a complex logistical training programme.

Overall benefit figures are not available due to client sensitivity.

Case Studies

Medical Device Manufacturer

The Project

This medical device company was nearly losing one of its largest contracts because of system and process errors following a number of incorrect parts being delivered in assembled units. To maintain the contract, they had to implement procedures and processes that were failsafe to maintain the integrity of the delivered product.

What we did

Initially a current state process map was prepared to show the current processes and the relationship between the various functions that would highlight potential areas where the integrity could be breached.

When the current state map was completed, a number of focused stakeholder sessions were held to agree on the area of concern. A risk assessment was completed that included the difficulty and timescales to implement.

The outcome of project resulted in the company retaining its important client by eliminating all previous defects in the system. It also put in place all the essential processes and procedures that maintain product integrity on other customers products. This assisted reliability and profitability of the organization.

Companies We worked with

