



## Operational Excellence

### "Reasonable People, Equally Informed, Seldom Disagree"

#### Engineering and Development

- Internalized and evolved core technologies and competencies
- Initial products based on DITech DR & AV intellectual property and capabilities
- Continue to seek, evaluate and incorporate third party intellectual property
- Focus on full system solutions
- Capability to develop and produce complementary systems

#### What We Do

- Identify prospects
- Sell
- Deliver what we sell

**Delight the Customer!!**

Our Objective Is To Create A "High Velocity"  
Organization

#### What is Value?

- "Value" is what the customer is buying
- Always think first about the end-customer
  - Who is the customer?
  - What are they buying?
- Describe value using the customers' words

#### Technical problem Solving

- Talk to the PARTS
  - Leverage the CONTRASTS
  - Look for NON-RANDOM PATTERNS
- Understand the PHYSICS behind the failure
- Turn it ON; Turn it OFF
- Verify the MEASUREMENT SYSTEM
- Leverage the EXPERTS

#### Field Engineering Program

##### Product Improvements Through Field Learning:

- Temperature Management
  - Liquid-cooled manifolds
  - Routings (exhaust pipes, oil lines, electrical harnesses)
- Subsystem Reliability
  - Package ventilation system
  - Crankcase breather system
  - Oil makeup system
- Durability
  - Individual component life (service interval)
  - Leaks (hoses, clamps, tubing)
- Diagnostic System
  - Real-time information (warnings, shutdowns)
  - Protection against catastrophic failure

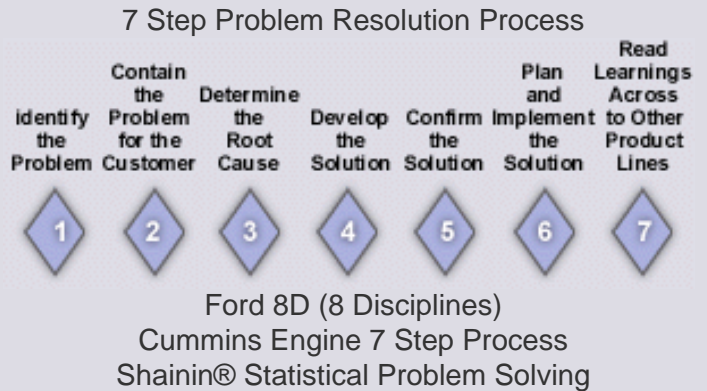
#### Technical Problem Solving

##### Fundamental Improvement Through Learning: Solve Tough Problems -

- One time only (permanent resolution)
- As efficiently as possible (Lean = minimize waste)
- Scientific approach, driven by facts
  - Careful FAILURE ANALYSIS
  - Leverage EXPERTS
  - Focus on ROOT Cause
    - Eliminate root cause is best
    - Control root cause is second best

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### Leveraging Relationships

I POWER has also been chosen as a recipient of a 21st century research and technology fund grant from the state of Indiana - the first recipient from Madison County

### Organization / Systems

"No organization can depend on genius; the supply is always scarce and unreliable. It is the test of an organization to make ordinary human beings perform better than they seem capable of, to bring out whatever strength there is in its members, and to use each person's strength to help all the others perform. The purpose of an organization is to enable common men to do uncommon things."

**Peter Drucker**

### Activities of a Learning Organization

- Systematic problem solving: Thinking with systems theory: insisting on data rather than assumptions: Using statistical tools
- Experimenting with new approaches: Ensuring a steady flow of new ideas: Incentives for risk taking: Demonstration projects
- Recognition of the value of productive failure instead of unproductive success
- Learning from the experiences and best practices of others: Enthusiastic borrowing
- transferring knowledge quickly and efficiently throughout the organization: Reports, tours, personnel rotation
- Changes the way you think about everything you do

### Why Build a Learning Organization?

- To create superior performance
- To improve quality
- For competitive advantage
- For an energized, committed workforce
- To manage change

### Lean Enterprise

- Reduces waste (95% of activities)
- "Eyes for Waste" - "Eyes for Flow"
- Improve Throughput
- Can be a transformation enabler
- Not a program
- Changes the way you think about everything you do

### How Learning Fits with Lean

Learning is the GOAL, LEAN is the plan

### Teams - Why Are They Important?

- Teams create synergy
- Teams aid learning
- Value streams usually cross interdependent activities in an enterprise
- Stakeholders, including the customer, must be represented and involved in the value stream and its improvement

### Teams

- Our objective is to form project teams for every project
- The teams will consist of the project stakeholders - Usually:
  - Sales
  - Project Management
  - Supply Chain
  - Product Engineering
  - Service
  - Operations
- Project management will be led by sales thru the LOI. Then project management will transition to a named project manager

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