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"Helping organizations find that lever for change and improvement"

Operations Evolution Plan Support packages.

Overview

Nexus has considerable Manufacturing, Engineering and Change Management experience, and well proven Continuous improvement tools.

We can assist you in developing and undertaking an Operations Evolution Plan to achieve best practices and embrace new manufacturing process layouts, technologies and innovative approaches to manage capacity and growth and strive for best-in-class within your industry.

The outline here will serve as a scope document for our possible involvement and can be adjusted to ensure we have clear deliverables and meet the ultimate goals that are set.

We have a LEAN Evolution Planning and change management toolkit as well as all the associated education, training, facilitation and coaching support to satisfy your needs, and we can undertake this in optional phases to support you with maximum flexibility.

Our involvement is mainly one of strategic operations planner, educator, facilitator and coach to support your teams as they develop an Operational Evolution plan.

We can also provide Manufacturing Engineering, LEAN and change management services. We can also provide coaching to your internal change agents who will own and drive the detailed development and execution of the Operational Evolution plan and detailed projects so that we maximize results and develop a sustained continuous improvement journey.

Principal Consultants Profile

Nigel Southway is one of the early experts in LEAN. He was at the genesis of the Motorola evolution in the mid 1980's that set the North American benchmark in Cycle Time management and 6 Sigma principles. Nigel's Brampton, Ontario plant was the first site in the Motorola computer products group to achieve best in class recognition in 1986. Nigel coauthored in 1992 the definitive textbook on the concepts and implementation of business cycle time reduction; ***Cycle Time Management - the Fast Track to Time-Based Productivity Improvement***; one of the advanced thought-wares that later developed into the more commercial LEAN thinking concepts and application. It has been translated into Chinese for use in emerging markets.

Nigel is certified at the highest level of LEAN practitioner and is a qualified auditor as determined by the Society of Manufacturing Engineers; the officially sanctioned joint body for LEAN auditing in North America. Nigel has consulted across many industry sectors; Automotive, Aerospace, Avionics, Electronics, Food, Pharmaceuticals, Consumer Products, Steel, Mining, Energy Extraction and a variety of service industries. His client list includes some of the world's

more prominent companies; Procter and Gamble, Glaxo-Smith-Kline, Ever-Ready Battery, British Airways, Ciba Corning, Baxter, Citibank, Royal Ford, GE MARCONI, J.M. Schneider, Imperial Rubber, CASL and the Royal Canadian Mint.

He has significant experience with assisting clients plan and implement changes and improvements across all business processes and systems. He utilizes a proven multi-step implementation process integrated with educational thought-ware and a wide range of process improvement tools that are effective in making change happen. This approach empowers and mobilizes the organization to develop an Evolution plan that will employ business processes and organizational best practices to embed the spirit of continuous improvement into every facet of the business to reach and strive for best-in-class performance.

He continues to coach business leaders and develop and deliver Education workshops to clients and academia and has developed a unique coaching and facilitation style.

He is currently Coaching, Consulting and Educating worldwide on LEAN thinking and business improvement Initiatives, Joint Ventures, New Product Introduction Systems and Global Technology Transfer projects.

Also assisting many organizations with Global balanced sourcing and manufacturing logistics; with a recent emphasis in USA, Mexico, China, Russia, Ukraine, UK, and of course CANADA.

Nexus has assisted clients across a broad range of industrial sectors.... [Clients Supported](#)

Nexus has considerable reference accounts and linked is a typical results summary from the **European Union EU4Business initiative** that was conducted more recently. [REFERENCE](#)

Nigel has been a member of the Society of Manufacturing Engineers (www.sme.org) for many decades and assists on LEAN thinking and implementation and related Business Improvement topics and was SME Toronto Chair in 2012-2013 and a life member of the SME Executive committee and holds the SME Presidents Award.

He is the leading advocate for the Take Back Manufacturing Forum and the North American Reshoring initiative in Canada. In 2022 he published the book **Take Back Manufacturing.... An Imperative for Western Economies** that summarized and explained the TBM initiative. www.nigelsouthway.org

He continues to write and deliver articles on the latest Manufacturing Technology, Lean thinking and related topics for various magazines...

<https://www.brainzmagazine.com/executive-contributor/nigel-southway>

<https://www.canadianmetalworking.com/canadianmetalworking/article/management/take-back-manufacturing>

<https://www.canadianmetalworking.com/canadianmetalworking/news/management/new-book-examines-the-future-of-manufacturing>

<https://www.automationmag.com/?s=nigel+southway>

He has a Substack blog at <https://nigelsouthway.substack.com>

He is involved in the launch of new ventures offering **INDUSTRY 4.0** Disruptive Technologies such as: -

3D Metal Printing (www.additivemet.com),

Advanced Factory Data Collection (www.memexoe.com/products/software/merlin-ci)

Cyber-Physical systems for Smart Inventory Management (<http://www.peytec.com>)

Digital Transformation <https://www.tsrbys.com> <https://www.tsrbys.com/04-nexus>

[Blucity | Beyond Traceability | Canada](#) <https://www.blucity.com/> *INDUSTRY 4.0 for the food sector.*

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NEXUS Implementation Roadmap

This roadmap includes our 12-Step process to install and manage an Evolution plan for an ongoing Continuous Improvement journey dependent upon contract requirements.

There are 3 sequential phases:

Phase 1 Research visit and report

Phase 2 Evolution planning (Steps 1 to 6) ...typically a 3-month period

Phase 3 Evolution Plan Implementation (Steps 7 to 12) Typically, a 9-month period

We firmly believe you need a focused **Evolution Plan** that integrates **business strategy, processes, systems, measurements and people**, to ensure sustained and continuous improvements and undertake changes in an organized manner to ensure business success.

If required we can take the organization through an education and teamwork process to plan and execute key projects and new procedures, systems and facility layouts to make these improvements and savings happen while ensuring full buy-in from the organization's participants.

We will also define prerequisites that need to be followed to ensure the results are achievable.

We help the internal planning team focus on business cycle time and responsiveness and attack all areas of waste and non-value adding effort to gain higher productivity and improve capacity before we systematize the final process vision.

Our suggested approach allows the people within the organization to own and identify with the journey.

We also support/advise the team on generating detailed plans and measuring the results by empowering, training and coaching these internal experts to ensure the Evolution plan becomes owned by the organization NOT the consultants.

Our involvement is greater in phase 1 and 2 with Phase 3 typically driven more by an internal coordinator that we should appoint at the beginning of the phase 2. Most of our support will be onsite; however, we will be available for offsite consultation via the internal coordinator/s that will also act as facilitators and agent for change.

We provide an integrated and ongoing management process for prioritizing the Evolution plan throughout the whole CI journey.

Our style is more coach, facilitator and educator, rather than as consultant or solution provider although we have the knowledge and experience to play that role as required. We have many other Evolution plan installations across many businesses against which we can provide benchmarks to stimulate the correct thinking and energy for change and improvement.

Phase 1 Research Visit and Report (4 Man-days plus travel costs)

The Research visit is typically a 3-day onsite visit to your facility including a preliminary report and feedback presentation delivered to your team, and off-site preparation to produce a full written report within a few days of the visit.

The Research visit preliminary report will be delivered on site and will include a short executive education session for all those involved from your team at your facility.

(This research visit is considered a very useful activity whatever further phases are undertaken.)

This Research visit report will provide;-

An operational baseline review and a Vision after future improvements and how it will evolve your business processes, systems, facilities and organization.

An overview of LEAN concepts and Continuous Improvement imperatives that may be applicable to the business.

A baseline (current) flowchart of the business flow

A future vision of the entitlement process flow and the future improved facility layout.

A vision of future improvements and savings possible for the business

Proposed strategies and improvement projects to close specific performance gaps.

We include a financial savings review with a full LEAN entitlement analysis using a LEAN saving modeling tool.

Input template at: -

<https://www.nigelsouthway.com/app/download/7240434018/generic+final+savings+model+input+sheet.xls>

We will provide the financial savings model that we will start to build as part of this research visit and which we will leave with you as an ongoing improvement tool.

The Research visit report will include comments on future technology and digital transformation options as part of a future INDUSTRY 4.0 vision for benchmark performance for the business.

We will provide a detailed implementation schedule of eventsThis follows a proven process for developing the Evolution plan and how to put the plan into motion.

We suggest how future business plans, technology and capital improvement options can integrate with these process improvement strategies.

We will provide a suggested detailed implementation schedule of events. This will follow a proven 12 step process with the first 6 steps developing the Evolution plan and the last 6 steps to put the plan into motion.

This implementation schedule will include the 5 loop/3Tier program structure and detailed team structure and composition and will define man days for both external and internal effort to undertake this process.

All education and coaching will be estimated and included in this detailed schedule.

Details on the basic framework of the Nexus 12 step process is contained in chapter 8 of the CTM textbook.

More on implementation process at

<http://www.nigelsouthway.com/app/download/6587472004/Nexus+implementation.pdf>

We may specify our TOPGUN program to train coordinators and project leaders, and this approach may be included in the specification for the implementation.

<https://www.nigelsouthway.com/app/download/6587471904/TOPGUN+PROGRAM.pdf>

Prior to the research visit we will ask your key team members who will participate in the research visit to pre-read our positional papers on the 5 Loops / 3 Tiers approach prior to taking the LEAN survey/score card.

We will use the LEAN survey/score card results as a discussion tool while the onsite reviews are underway.

These positional papers can be downloaded at:

<https://www.nigelsouthway.com/app/download/6587471204/Industry+Week+article.pdf>

<https://www.nigelsouthway.com/app/download/6587471504/5+loops.pdf>

<https://www.nigelsouthway.com/app/download/6587471604/3+tier+positional+paper++new+draft.pdf>

Optional read is the positional paper on working capital:

<https://www.nigelsouthway.com/app/download/6587471404/working+capital.pdf>

The survey template is at:

<https://www.nigelsouthway.com/app/download/7118659904/Survey+SME+LEAN+scorecard+starter+rev2.xls>

The survey focuses on LEAN business principles and evaluates the human, organizational and performance measurement requirements and evolution planning progress toward best in class for the whole organization.

It considers all parts of the business process in an integrated manner.

This survey which NEXUS developed is used by the Society of Manufacturing Engineers (SME) and is now a universally accepted tool to define the level of progress toward “best in class” Operational business performance for LEAN certification by AME/SME/ASQ.

The survey tool defines a “baseline” of where the organization and business processes are now and to what level it is “Entitled” to improve without technological re-investment or significant capital. It then also suggests what the “benchmark” should be if further significant capital and technology were invested.

The LEAN survey/scorecard will review all facets of the business process.

- Strategic business and product planning
- New product introduction process and Six Sigma/DFM procedures
- Supply management processes.
- Manufacturing Process performance and waste factors and productivity improvements
- Facility layout and effectiveness including a review of the facility layouts and infrastructure and utilization plans.
- Product Distribution and Inter-facility activity
- Business Systems design and future integration directions... will include admin paper-flow and opportunity review.
- People planning and how to create the future organizational plan.

All the survey inputs and onsite findings are summarized in the final research visit presentation and a written report which we deliver to the leadership team and key staff.

Phase 2 Evolution planning (Steps 1 to 6) (*Effort will be specified after phase 1*)

We will guide the generation of the Operational Evolution plan using the 12-step implementation process and standard templates and checklists and we integrate this with your existing business planning as we have considerable experience with many businesses across many industry sectors.

The Evolution plan will focus on all 5 business loops within a business and will be a documented set of well-defined projects organized into programs that will close the gap between baseline (where you are now) and the best practices or entitlement for your industry. (Where you want to be)

More on the 5 business loops at <http://www.nigelsouthway.com/app/download/6587471504/5+loops.pdf>

We will orchestrate and install a formal and sustainable continuous improvement process and project control system as well as a proposed system for business performance measures to manage the priorities.

Also, a Continuous Improvement savings model that can be updated as improvements are made will also be installed and maintained.

We will develop an implementation educational and facilitation specification via the research visit. We always anticipate that some general and some specific subject education will be needed to support the planning team members prior to starting the evolution planning process. The general facilitation of these teams may be possible by an internal coordinator/s with limited external facilitation and coaching through this 6-step planning process.

After this initial training, we will form planning teams that will focus on defining the issues and the improvement projects and documenting them into one Evolution plan.

This team will be launched and managed with coordination with senior management to ensure agreements on the strategic thrust of the plan and how the priorities will be set.

The senior management team's ongoing role will be to ensure the focus and the prioritization of this Evolution plan as it moves from plan to ongoing implementation.

This Evolution planning team will...

- Perform LEAN scorecard after LEAN Pre-training
- Utilize Nexus proven Evolution planning process and educational toolkit
- Develop baseline to entitlement vision and savings calculations
- Review, research and develop a detailed vision of facility layout, material handling, inspection technology, business systems, and operating practices ...
- Define the new layout and facility upgrades and a systems solution
- Provide a phased implementation with Capex planning.
- Prepare a plan to Install a CI culture with new operating practices and performance measurements
- Prepare a business Evolution plan and seek approval to implement.

At the completion of this planning process a vision map will be drawn that will drive the vision for change and the gap and improvement goals. It will define the waste to attack with focused and prioritized projects. We will leverage on any new plant layouts and new process flows and this will force some review of the Tier 2 factors of Flexibility Reliability and Capability, and the Tier 3 environment needed to support the Evolution plan over the long term. We will then define these key projects into an Evolution plan that will be structured into separate projects using the 3 Tier approach

More on the 3 Tier approach at ...

<https://www.nigelsouthway.com/app/download/6587471604/3+tier+positional+paper++new+draft.pdf>

Tier 1 STRATEGIC PROCESS CHANGES

Design of the LEAN Linear Process Vision and details
Physical facility layouts
Capex and new technology planning
ERP system specification and Business process policy requirements
Capacity/Demand planning integrated with above.
Performance Measurements system

Tier 2 PROCESS IMPROVEMENT PROJECTS

Reliability (TPM, SPC, etc.,)
Flexibility (Changeover, multi-skill, etc.
Capability (Waste reduction)

Tier 3 OPERATING PRACTICE CHANGES

Point Meetings/Communication/5S/housekeeping.
Problem solve/project identification
Cross-train/morale/procedures/rules.

Phase 3 Evolution Plan Implementation (steps 7 to 12) (Effort will be specified after Phase 1)

Implementation Project teams defined by the Evolution plan will be formed and activated with the approval of senior management and prioritized to focus on results.

This phase will require some focused education and consulting depending on the specific projects and will need to be sustained over the life of the Evolution plan as specific projects demand that knowledge and where more members of the organizations become involved in implementation projects.

We have educational packages for most evolution plan situations, and we will support these teams with a combination of training material and team facilitation.

Our experience here is that some internal trainers can be defined who we can train and coach to provide ongoing knowledge transfer, but we will define a budget to set up such a training database and transfer this to these internal trainers.

We will also recommend other training needs that may be better delivered via local education and training centers etc.

To ensure that progress is monitored and measured we will form an overall performance measurement team that will construct a performance scorecard that we will use to review the progress of the evolution plan.

We anticipate that typically the ongoing Evolution Plan will take about 12 to 15 months to achieve full savings Entitlement, but that timeframe will only be possible via strong commitment toward this evolution planning approach from all within the organization.

Prerequisites for a Successful Implementation

We may need to appoint an Evolution Plan coordinator to ensure that the planning efforts are coordinated.

Strong senior leadership for goal setting and motivating the Evolution planning team and coordinating the project teams that are defined in the Evolution plan will be a key skill required for overall success.

Whatever the approach the whole organization must own the Evolution plan for the journey to be successful.

The savings model needs validation by the management team early in the implementation process to ensure ownership for the initial savings budget and the performance measurements that get developed.

We will support the planning team to define the education and technical requirements and solutions to ensure success during initial education and planning stages of the Evolution plan.

We are available to provide the benefit of our experience to support the implementation phase via the internal coordinator.

We can further assist as follows:

We can introduce your team members to the SME environment and coach them on how they can join the Society and "Meet Know and Grow" with other technical professionals. Also, we can enroll them in the LEAN certification process to gain experience and encourage motivation.

Fee and Service Structure

Phase 1 Evolution planning Research visit and report (**Typically 5 Man-day plus travel costs**)

Phase 2 Evolution planning (Steps 1 to 6) ... (**Typically 15 Man-Days firmed up after Phase 1**)

Phase 3 Evolution Plan Implementation (steps 7 to 12) (**Typically, 10 Man-Days firmed up after phase 1**)

Nexus is a registered corporation in Ontario.

The daily fee is \$900 per day plus HST.

All work will be undertaken by Nigel Southway.

NEXUS Oakville offices to your location will be subject to travel costs and to and from these office locations and trips to other locations will be charged at cost and as incurred. Telephone and office costs will be included in the above fee unless significant telephone or office materials are required and such costs will then be pre-agreed between us before expended.

Phases can be released as the work-scope unfolds

NEXUS will operate and work both onsite and offsite your facilities as deemed efficient.

Billing will be monthly net 30.

References are available on request.

Nigel Southway

Nexus Consulting

July 2026

