

Strategic Scalable Operational Efficiency

Manufacturing, Services & Software



Torrence Smith leads **TJ Smith Consultants**, a business process improvement consultancy serving manufacturing, services, and application software development. With 20+ years of experience, he combines “hands on” operations leadership, extensive process analysis, and program implementation to deliver enterprise-level change.

TRANSFORM YOUR BUSINESS

- Business model analysis
- Root cause analysis
- Process design
- Measurement selection
- System development
- Project selection
- Program management



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Rapid Turnarounds and Process Innovation



STRATEGIC SKILLS

Business model analysis

- Complete a high-level model review
- Engage in process typing
- Identify appropriate mental models
- Validate the elements of competitive advantage
- Break strategy down into a mid-level plan
- Address risk management

Process improvement

- Gather and identify issues
- Map core processes
- Analyze the system for constraints
- Lead discovery and kaizen workshops
- Select CI tools for measurement
- Create visual management tools
- Build standard work
- Evaluate and create controls to maintain gains

Program Management

- Develop program roadmaps
- Build Work Breakdown Structures
- Construct end-to-end schedules
- Establish budget tracking
- Serving manufacturing and digital
- Build communication plans
- Establish stakeholder priorities
- Groom the backlog for ongoing projects
- Provide sprint leadership
- Establish change control and governance
- Lead cutover management

TECHNICAL EXPERTISE

Turnaround Leadership

- Provide crisis team leadership
- Analyze the business assets
- Perform inventory turn analysis
- Evaluate the order to cash and procure to pay
- Rapid systems deployment

Software Program Management

- Greenfield system design
- Agile software implementation
- Hybrid/ Waterfall ERP implementation
- Requirements and dependency development
- Software testing management
- System integration

Mixed Model Make-to-Order

- Map mixed model production
- Troubleshoot mixed model systems
- Configurator development
- Develop mixed model KPIs
- Training plan creation and execution