

PROGRAM MANAGEMENT

MANUFACTURING ENGINEERING

STRATEGIC PLANNING



**ASG**

At ASG, our goal is to help you reach your goals. Here's a brief overview of how we can support and strengthen your system, teams and organization.

# What We Do

## We take the time to understand your business and process.

We help you succeed in an increasingly complex environment by immersing ourselves in your organization. We take the time to listen to you and gain understanding your business(es) and process(es)—and what it takes to navigate them successfully.

### Understand your pain points

Through this process, we learn about your pain points, which may include:

- Missed deadlines
- Broken budgets
- Broken systems
- Technology churn
- Low morale
- Staff turnover
- Confusion
- Missed commitments

### Learn what causes them

We help increase transparency and shine light on the issues that cause your pain, including the human and organizational aspects:

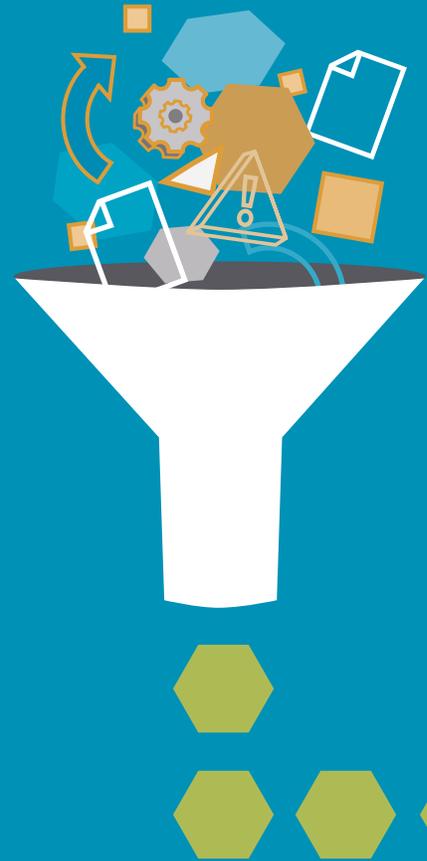
- Low tolerance for failure
- Lagging regulatory framework
- Growing complexity
- Changing expectations
- Barriers to sharing knowledge
- Pressure to do more with less
- Innovation = new problems
- Short product life cycles

### Ease the pain

Then we meet you where you're at and help ease the pain. How? By working with you to break down complexity into actions people can understand, own and complete. This frees you to focus on meeting the needs of your product plans through:

- Process and product validation
- Commercialization and scale-up
- Optimized manufacturing yields and costs

All along the way, we're your advocate—driven to deliver results so you can fulfill market needs and meet shareholder expectations.



We help you succeed in an increasingly complex environment by identifying and seeking to understand your pain points. Then we help ease your pain by helping with strategic planning, program management, manufacturing engineering and managing change.

# How We Do It

## **We do as much or as little as needed to ensure your success.**

We help you create a dynamic organization with a structure that empowers your team to consistently deliver value. We help you:

- Provide direct support to senior leadership
- Ensure organizational strategies and tactics are translated effectively into action
- Identify and remove barriers to organizational success

## **How we work: Our model**

Our holistic way of working is built on lean principles to improve efficiency and reduce costs. We adhere to a systematic approach, collaborating within and without your organization to increase your capacity and make room for innovation. This keeps your commercialization and supporting capacities off the critical path so you can satisfy your business commitments.



# How We Do It

## 1

### Program management

Our systematic approach to program and project management enables your people to do the right things at the right times to achieve the results you expect.

#### Scheduling

We set milestones, prepare schedules and establish metrics so projects stay on track and on time.

#### Budget and cost control

We help develop—and keep a sharp eye on—capital and expense budgets to forecast accurate cash flows and keep costs on target.

#### Risk management

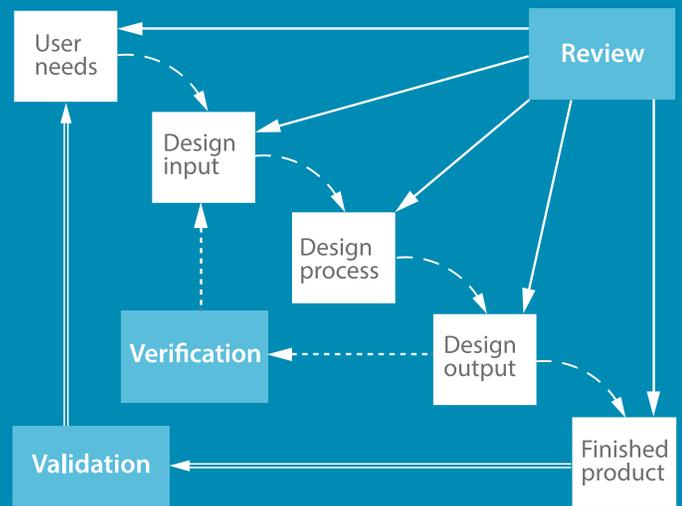
Controlling projects focuses on realization risk management. This is just one aspect of risk management. It incorporates technical risk management and environment risk management translated into cost and schedule language.

The inventory of risk management tools and techniques is used across all aspects of risk management. We seek out uncertainty through the use of these tools to mitigate the immediate and focus on the residual in order to speed realization.

#### Customer value

We take care to establish credibility within your organization and capture stakeholder value by:

- Listening and understanding your business
- Linking “who cares” to program feature sets, features and attributes
- Establishing language on how value is described and measured (cross-organization alignment)
- Communicating via scorecards to capture both the logic and the measurement of value
- At project initiation, by establishing minimum viable value for everyone involved



We help drive the process—  
from determining user needs  
to validation.

## 2

### Manufacturing engineering

Bringing successful products to market in the volumes needed to meet demand is a time-consuming, high-risk proposition. Our engineers and technical experts work with you to develop and execute a structured process that's scalable, robust and well controlled.

Thought processes, resources and tools come in to play in systems engineering. We begin by getting all systems under control. Then we go deeper, ensuring all systems are well designed and working together to provide value.

#### Connecting value to technical processes

We stay on the cutting edge of best practices in systems engineering by supporting the International Council on Systems Engineering and the emerging practice of model-based patterns. We connect stakeholder value to technical processes through both project processes and design of the top-level system.

#### Translating so everyone can understand

We move projects forward by ensuring that team members understand each other and respond in a timely way.

#### Advocating for requirements as they're implemented

We advocate for features and requirements as they're implemented through the functional design—for top-level systems, all subsystems and their integration, with special attention to how people and systems interact.

#### Stewarding Good Engineering Practices

We steward the functional design and Good Engineering Practices used to realize the detailed design and demonstrate outcomes—all while progressively bringing the subsystems and system under a rational state of control in support of verification and validation. Using our model, compliance is built in—not something you add on.

### System

A collection of elements that together produce results not obtainable by the elements alone

### Systems Engineering

A methodical, disciplined approach to the design, realization, technical management, operations, and retirement of a system prioritized on stakeholder value



# How We Do It

## 3

### Change management

In today's complex and rapidly changing marketplace, your success depends on your ability to out-change the competition and the marketplace. We can help your organization find the right balance between agility and reliability.

To effectively manage change, you must be both nimble and prepared. We help you and your team fine-tune your ability to:

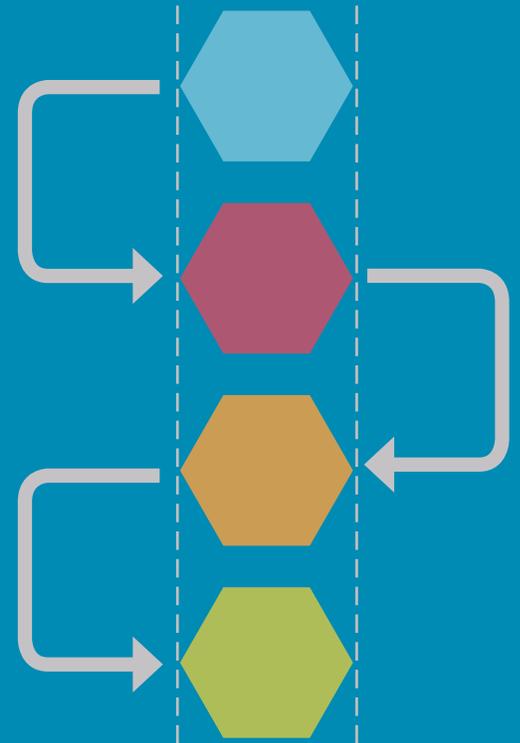
- Approach change both proactively and reactively.
- Set and manage change priorities effectively.
- Plan, prepare for, and initiate change in a systematic way.
- Identify and manage the risks associated with change.
- Make both strategic and operational decisions better and faster.
- Develop and implement fully supportive human capital strategies and tactics.
- Rapidly deploy new capabilities and capacities.
- Eliminate silos and achieve high degrees of cross-organizational collaboration and teamwork.

In short, we help you weave agility throughout the fabric of your business.

### Organizational reliability

Truly agile organizations build on a foundation of stable organizational features that ground their change activities. We help you hone and reinforce your grounding by:

- Identifying your primary structure, which is often functional.
- Defining employee anchors for coaching, training and career development.
- Following predictable governance processes defining both big-picture and cross-organizational decision-making.
- Creating a backbone of standardized key or "signature" organizational processes that competitors find hard to replicate.
- Using an organizational scorecard that cascades from strategic targets and integrates performance along both structural and cross-organizational dimensions.
- Envisioning and creating a systematic and unified picture of organizational success.



We strengthen your in-house capability and build seamless delivery networks that link all the elements needed to scale your therapies. We help you achieve this transformation by immersing ourselves in your organization and business and adapting along with you, so your organization becomes dynamic, and your systems align with a shared goal of delivering superior value.

We enjoy nothing more than seeing our clients build strong, high-performing teams and become more capable and self-sufficient.

## 4

### Strategic planning

When you align your people and culture with your business strategy and get everyone working toward the same goal, you're poised to achieve levels of performance that make a powerful impact on your customers and marketplace.

#### **Alignment on customer satisfaction**

We conduct a thorough audit of your processes, governance structures, leadership, talent and supplier relations to identify the strengths, challenges and maturity of your delivery culture. We help you ensure every element of your team is aligned and striving for the same goal.

#### **Workflows based on self-governing teams**

We hold a mirror to the dynamic, interconnected structures operating within your delivery ecosystem and show you how to navigate them to promote seamless collaboration, minimize risk and inspire innovation.

#### **Scorecards focused on performance that matters**

We follow lean and Agile best practices, beginning with the end in mind and ensuring your results align with your business objectives.

#### **Sustainability through organizational learning**

We lead candid after-action reviews that can help your team identify opportunities for improvement and leverage best practices across your project portfolio.

#### **Built-in quality**

We strive to prevent unnecessary rework and waste, discovering abnormalities and preventing mistakes before they happen.

#### **Efficiency**

We guide your team through an innovative approach to process re-engineering that dramatically improves quality, reduces wasted effort, lowers costs and speeds delivery time.

### Immerse, adapt, transform

Like a geodesic dome that gives structural strength using a minimum of materials, we provide the right approach, resources and structure—as much or as little as is needed.





### A sampling of our services

- Delivery capability audits: technical, organizational, team individually or collectively
- Organizational audits: Fit & Fitness
- Supplier ecosystem design and alliance management
- Project team chartering and development
- Team culture-identification and development of team culture appropriate for the scope and priority of the team to encourage transparency and integration across organizational boundaries
- Project governance systems design: processes, structure and scorecards
- Process streamlining
- Organizational change management
- After action reviews and performance improvement
- Leadership and Organizational development
- Design thinking and innovation
- Strategic planning
- Strategic management

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