

## Successful Lean Application

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### Client

TargetVision  
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**Title of Project:** TargetVision - Visual Systems – Communications Process Engineering

**Timeframe:** December 1999 to April 2002

### Company Profile

TargetVision has been in the business of developing workforce communication tools since the mid-1980s. Today, 20 percent of Fortune 500 companies use TargetVision. A partial list of customers includes Alcoa, Boeing, DaimlerChrysler, Disney, Eli Lilly, Ford Motor, Hewlett-Packard, IBM, Harley-Davidson, Johnson & Johnson, Lockheed Martin, Motorola, Procter & Gamble, Toyota, UPS, Warner-Lambert, and Whirlpool. Placing a high-priority on robust internal communication has helped these companies to succeed in business and improvement initiatives. For more on TargetVision, visit [www.targetvision.com](http://www.targetvision.com)

### Situation

#### *Background*

TargetVision is known for its success providing dedicated internal television networks to support the process of employee communications. Their turnkey systems include all of the necessary software, hardware, content broadcasts, project management and training to help corporate communicators get the word out to a diverse workforce. Current systems allow distributed input and targeted output to communicate the right messages to the right people at the right time. TargetVision customers find that timely and direct internal communications helps align their workforce to business goals, speed the pace of change and create a competitive advantage for their companies.

In recent years, TargetVision has had great success developing a niche within the exploding market of call centers, the central function of many companies and a supporting function in many others. In this environment telephone agents rely on TargetVision to keep current on performance statistics related to calls handled or in queue. They also receive informational company news and human resources messages.

#### *Opportunity*

TargetVision customers include many of the top manufacturers. However, the primary application has been delivering company business messages by television to high-traffic areas such as hallways and cafeterias – not delivering production information directly to the factory floor. Not until now. Success in internal communications, coupled with the acceptance of tracking mission-critical productivity data in call centers, pointed to an opportunity in manufacturing. This new application for manufacturing – parallel to the call center model – automatically tracks and reports performance data.

### *How It Works*

TargetVision developed a product called Dynamic Data Interface (DDI). DDI integrates with the company's "Enterprise by TargetVision" editing and broadcasting software to automatically deliver updated numerical or graphical data direct from production databases to monitors. This information, along with timely messages on subjects such as quality, production and safety, can be directed as needed to specific departments or production lines.

### *Relationship*

Initial work had commenced to orient the TargetVision direct sales force to the manufacturing market but a more robust understanding of the opportunity was required. TargetVision engaged Greg Hart of Hart Innovative Solutions to better define the opportunity and position for the manufacturing market. Work commenced in December 1999 and is ongoing today.

### **Solution**

Greg Hart worked with TargetVision to design a systematic approach to build a better understanding of manufacturing applications for TargetVision products. Following were the major steps followed to achieve the objectives:

- Presented a vision of some of the possibilities and an analysis approach
- Prepared a manufacturing communications process matrix to identify:
  - Functions performed in manufacturing with supporting tasks
  - Existing communications messages – who initiates, who receives, current timeframe and description
  - TargetVision supported communications – message, supporting product and approach
- Delivered training to Sales and Marketing personnel to position product
- Connected TargetVision to Lean Manufacturing as a Visual Device allowing presentation of data and information similar to how Andon boards are used in support of the Toyota Production System
- Visited selected TargetVision customers currently using or interested in using the system on the production floor
- Developed connections for TargetVision to professional groups such as Institute of Industrial Engineers (IIE), Association for Manufacturing Excellence (AME) and American Society for Quality (ASQ) for networking, conference exhibits and publications.
- Developing the role of "Communications Process Engineer" in support of sales development and after-sale applications engineering

### **Results**

This is a story with much more to be told. Initial materials are effective, enhancing the sales and marketing process. Manufacturing applications are gaining momentum. TargetVision is well positioned to further develop this market.

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**Page 2 of 2**

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