### HOS Order to Cash

#### Objective

By the end of this module, participants should be able to:

* Explain how HOS OTC enables HOS Gold
* Describe the key components of the HOS OTC Framework
* Discuss how the HOS OTC Framework enables a plant manager to successfully execute the business imperatives (stability, sustain and improve, complex problems)
* Apply HOS OTC to solve business problems and address business opportunities

#### Duration

This module is estimated for 4 hours.

#### **Outline**

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| Time | Topic | Presentation | Media |
| 5 min | Introduction | Facilitator introduces modules and goes over Course Objectives and Agenda. | PPT slides |
| 20 min | What is OTC? | Facilitator presents content on what OTC is. This section includes a discussion on strategic priorities and engagement with the participants on what they know about the new OTC. | PPT slides |
| 5 min | HOS Maturity Paths | Facilitator will present on the HOS Maturity Paths. | PPT slides |
| 10 min | Activity: Tennis Balls | Activity: Participants have several rounds of trying to get tennis balls from one side of the room to the other, improving their process during each round to improve the time it takes.  | 2 boxesTennis BallsStopwatch |
| 30 min | Four Focus Areas | Facilitator will present content on the Four Focus Areas. | PPT slides |
| 10 min | Activity: Manager vs. Leader | Activity: Participants will have a discussion in their groups on what makes a manager vs. a leader, while separating a list of tasks they are given into the two categories. They will put the tasks on post-its and place on a flip chart in one of the two columns. Note: This activity takes place during the Four Focus Areas section. | PPT slidesFlip ChartPost-ItsMarkers or Pens |
| 10 min | Activity: Connectedness | Activity: Participants move to any spot in the room and freeze, then choose 2 other people to be focal points in their current location. Several rounds are conducted where participants are asked to move to another spot that is in between their 2 focal points. Goal is to show interconnectedness. Note: This activity takes place during the Four Focus Areas section. | None |
| 15 min | Break | This break will fall in the middle of the Four Focus Areas section (above.) It will most likely fall right after the Process Improvement section and before Performance, but gauge how the class is going and give a break when it makes sense.  | None |
| 35 min | Tools: So what helps me do all this? | Facilitator will show tools that participants can use improve in the four focus areas and other areas discussed in this module.  | PPT slides |
| 90 min | Case Study Activity | Activity: Participants will complete a case study. They will read a scenario in their Participant Guide, discuss in their groups, and present to the class.  | PPT slidesParticipant Guide |
| 5 min | Wrap Up | Summarize the module and answer any lingering questions.  | PPT slides |
| 5 min | Review - Start, Stop, Continue | Activity: Participants will reflect on what they learned in the module and write it in their Participant Guide.  | PPT slidesParticipant Guide |

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#### Course Objectives



**Introduce** the module and **review** the Course Objectives.

#### Agenda



**Review** the agenda.

## HOS Order to Cash, continued

#### X’s Strategy to Accelerate Value Creation



**Review** the 4 Strategic Priorities.

Accelerate Organic Growth-

Bring high return products to market rapidly

Enhance customer experience at every touchpoint

Expand margins via productivity

"The Power of One"

Sourcing Excellence

ERP consolidation

Lean Manufacturing

Aggressive deployment of balance sheet

Smart acquisitions

High return on CapEx

Transform into a Software-Industrial Company

Integrated solutions across our technologies and businesses

Internet Of Things

Build tested, iterated, and proven solutions

X Sentience- non-software is just as important

Culture- the essential ingredient- how we treat our customers, work together, and drive accountability for results.

Successful leaders will have a passion for winning and hatred for losing. The will be more hands-on than hands-off.

Collegial yet driven

Challenge each other's ideas and push to perform at our highest level

## HOS Order to Cash, continued

#### Discussion: Strategic Priorities

 

**Total Activity Time:** 10 minutes

Participants should already be divided into groups by tables. If they aren’t, **divide** them into groups of 5 or 6.

**Tell** participants that they have 5 minutes to discuss the strategic priorities that we just reviewed and that were covered in Day 1. **Tell** them to discuss how these priorities apply to their role.

**Allow** groups 5 minutes to discuss and then call time. **Debrief** for the next 5 minutes by **calling** on individuals, one at a time, to answer the questions, based on what was discussed within the group.Make sure to only call on one representative from each group.

#### X’s Strategy to Accelerate Value Creation



**Facilitate** a quick large group on what participants know or have heard about the new HOS OTC. **Ask** for volunteers to share what they know. **Spend** 5 minutes on this.

## HOS Order to Cash, continued

#### Recent Communications

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**Mention** some of the recent communications in the news about HOS OTC.

#### World Class Recognition



**Mention** sites that have received world class recognition for their Operating System.