



Cracking the genetic code of high-performing manufacturers

by Craig A. Giffi, Bharath Gangula, Michelle Drew, Bharath Gangula, Aleda V. Roth, and Atanu Chaudhuri

What's the story?

Drawing on insights from the Global Competitiveness in Manufacturing initiative, this article identifies performance drivers in a market that's changed dramatically over the last quarter century with the emergence of new manufacturing-based economies and technological innovations that make the manufacturing process more advanced than at any other time in the modern industrial age.

As global competition has increased, it has become that much more important for manufacturing firms to clearly understand the competitive capabilities they need to develop to attain superior performance. The authors identify core capabilities that can give manufacturers an advantage, not only in the near-term, but even more critically, in the future. Examples from high-performers throughout the industry are provided to illustrate the key concepts.

The article contains references to Intel, P&G, Apple, Kellogg Company, Illinois Tool Works, Samsung Electronics, BMW, Ball Corporation, 3M, Daikin Industries, and LG.

Who at my client is impacted?

- **Sectors:** Cross-sector, any company with manufacturing operations
- **Roles:** Boards of Directors, C-suite executives and other senior leaders. In particular, executives within the strategy, finance, talent and operations functions of the enterprise.

What issues does this address?

Through the Global Competitiveness in Manufacturing initiative, the authors identified four classes of capabilities with varying

degrees of impact on future competitiveness—Qualifiers, Game changers, Creating advantage, and Being challenged. The authors refer to these capabilities as the DNA of high-performing manufacturers.

The authors also identify clusters of capabilities that make up the “genes” of high-performing manufacturers, and segment these clusters into potential blind spots (e.g., Brand, cost and

pricing, and financial controls and balance sheet strength) and future areas of competitive advantage (e.g., innovation, talent, globalization, and supply chain networks). By assessing their competitive positioning, differentiation and defining characteristics, and understanding how high performers prioritize the core capabilities, companies can adjust their strategic course for the future.

Who can tell me more?

For more information, and to discuss how this article may be relevant to your client, contact:

- **Craig A. Giffi**, industry leader, US Automotive & Industrial Products, Deloitte LLP
- **Bharath Gangula**, Deloitte Services LP
- **Michelle Drew**, Deloitte Services LP
- **Rene Stranghoner**, Process & Industrial Products marketing lead, Deloitte Services LLP

What do I do now?



- View a brief DU Press Soundbite that provides additional details



- Read the full article at www.dupress.com



- Email a copy of the report to clients/targets



- Contact the author and other SMEs to arrange one-on-one client meetings/briefings on the article topic



- Print a copy of the article to give to your clients



- Post the article to your social networks on Linked In, Twitter, and Facebook