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Charles Dagher is the founder and CEO of **DCG (Dagher Consultancy Group)**, a leading Canadian consultancy firm in the area of Lean Management and Manufacturing (TPS - Toyota Production System) management and industrial engineering in the textile and apparel industries. Specific areas of expertise include quick response/just-in-time systems, productivity improvement and materials handling, as well as creating and implementing programs for production and performance management, social and buyer's compliance, and custom-made training for garment producers located throughout the export apparel world.

As a private consultant, Mr. Dagher is presently serving as expert advisor and program developer for national productivity improvement programs in Pakistan and Bangladesh and recently terminated a similar position in Sri Lanka. The Sri Lankan project was jointly funded by government and the local apparel industry association (JAAF) with the participation of some 30 privately owned local factories employing 500-1500 workers. One of the project objectives was to develop local professionals to consultant level to continue improvement programs and to market lean manufacturing.

In Bangladesh, Mr. Dagher is advising the local cut-and-sew knit industry in a cluster development project funded by the German Technology Corporation (GTZ) and the Bangladesh Knitwear and Manufacturer Association (BKMEA). He was primary trainer for 14 newly graduated engineers in lean manufacturing to work as industry-wide consultants. In Pakistan, Mr. Dagher works with the Technical Upgradation and Skills Development Company (TUSDEC) in another government-funded project to upgrade skills in the garment industry. Other past assignments have included developing technical assistance for 50 Sri Lankan apparel factories in a project organized by the national Export Development Board and funded by the Commonwealth to identify areas needing improvement and providing key staff within the industry.

Using TPS concepts such as lean manufacturing, lean office, accelerated product development and TSS (Toyota Sewing System), significant savings through space maximization, optimal labor and machinery utilization, and supply chain waste elimination in work practices, materials and information flow have been achieved. Other areas of focus include quality at the source, manufacturing management, modular manufacturing, teamwork building and empowerment, and management information systems on both national and international scales.

A recent initiative aimed at factory clients in the private sector has been the development of Corporate Solution Teams using recent local engineering and business management graduates to provide corporate solutions using lean manufacturing improvement and management precepts. The program lasts from 6-8 months and includes modules such as training, mapping, idea development and implementation, and coaching.

In addition, Mr. Dagher has handled assignments related to industrial linkage and economic development planning, as well as made detailed feasibility and national capacity assessment studies for the apparel industry in a wide variety of apparel exporting countries. He has also carried out several business promotion programs for Asian producers which involved assessing strengths and weaknesses and identifying opportunities and business tie-ups in North America and Europe. On the buyer side, Mr. Dagher has conducted garment sourcing surveys among major North American and European retailers giving him insights into buyer requirements when selecting suitable suppliers.

Mr. .Dagher has also developed, set up and managed all aspects of operations from infrastructure/construction to garment shipment. Project areas include lean process layout and flow, recruitment, management and staff retraining, work and control methods, setting up core values and costing drivers, engineering functions, quality system and procedures, work methods, compliance, etc.

Mr. Dagher has also been extremely active in workshops, seminars and regional/international conferences dealing with a wide variety of topics related to lean manufacturing, management and engineering in the apparel industry, such as increasing value-added, just-in-time production, strategic and operational planning, unit costing methods, quality control, productivity work methods, as well as social corporate responsibility, an area of ever growing importance. Soft skills such as teamwork, developing worker's skills, facilitation skills, leadership, management conflict, troubleshooting and problem solving have also been addressed.

Mr. Dagher has also lectured on and written numerous training manuals and magazine articles on lean manufacturing, manufacturing management and industrial engineering. In 2004, he was co-author of an in-depth research book entitled *Sourcing Practices in the Apparel Industry: Implications for Garment Exporters in Commonwealth Developing Countries*, published by the Commonwealth Secretariat. Currently in preparation is a series of books discussing lean manufacturing experiences gleaned in the field.

Mr. Dagher is Professional Industrial Engineer graduate and holder of Masters of Business Administration.