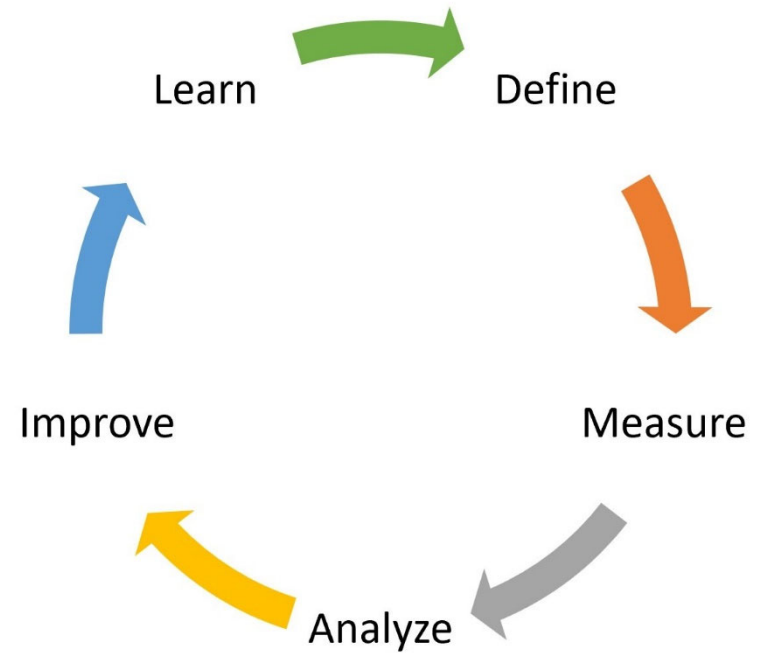
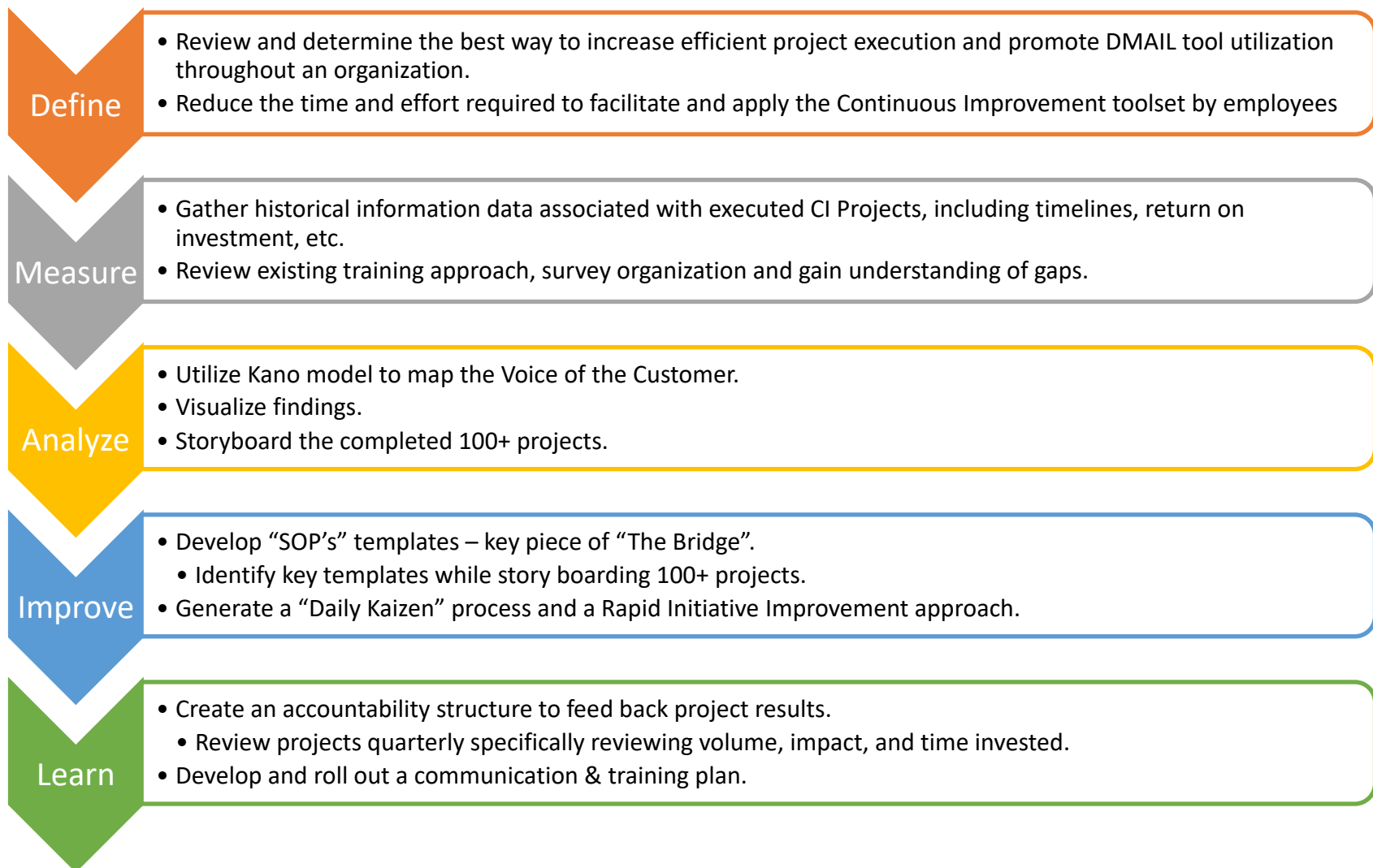


▶ PEXA

Case Study: Optimizing Continuous Improvement



Process Summary



Measure

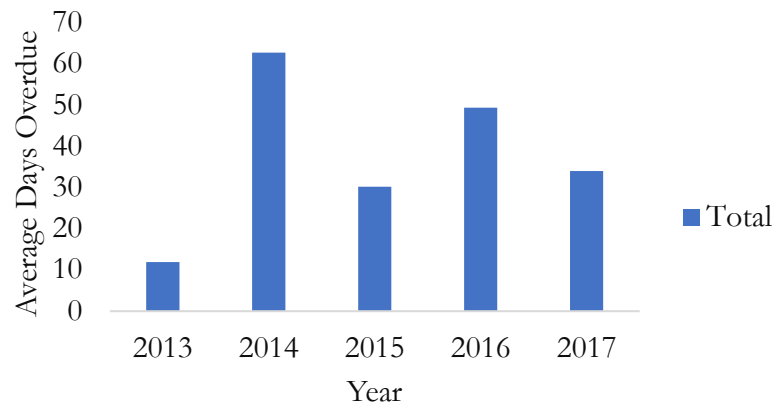
CI Project Completion:

- The success of the CI Department is a function of the team’s ability to drive projects to completion. The duration of teams vary. Teams that exceed the scheduled duration limits the CI Departments' ability to execute projects, depletes the team’s drive for a successful project, and negatively impacts the CI Departments KPIs. A lack of Standard Operating Procedures does not allow the team to measure performance. The first step toward improvement for the department is to implement standardized work processes.

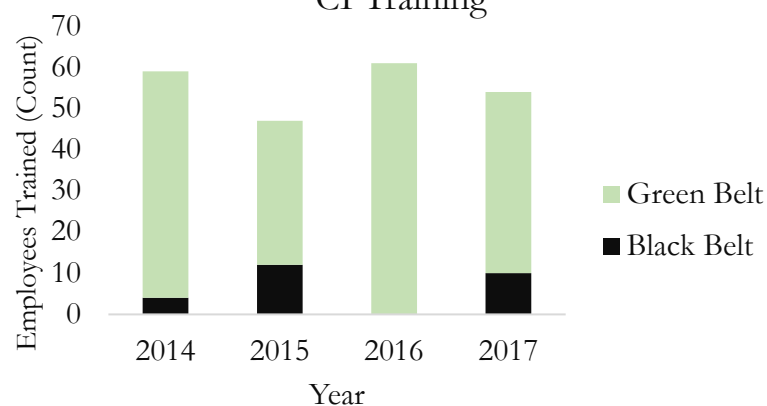
Tool Utilization:

- Since inception in 2013, the CI Team has launched and completed 97 teams utilizing 723 team members within the company. CI has also trained 195 green belts and 26 black belt students in the utilization of the Lean Six Sigma toolset.
- While many employees have undergone training, CI tools continue to be underutilized outside of the CI team environment. One of the goals of this team was to approach the customers to find out why, and provide the necessary documentation and training to encourage dissemination of the toolset.

CI Projects - Days Overdue (Non RII)

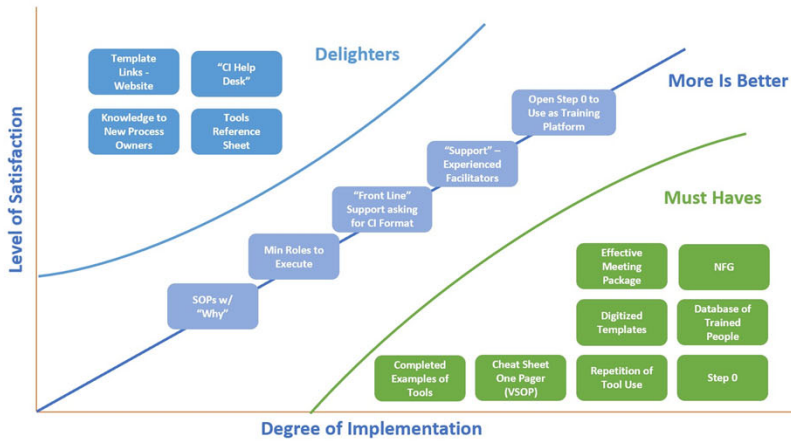


CI Training



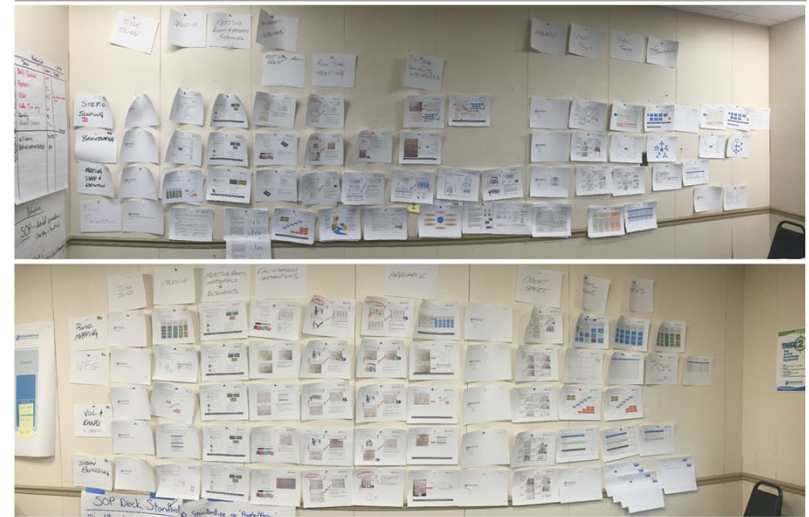
Analyze

Voice of the Customer Analysis – Kano Model



A Stakeholder Analysis was completed to identify the key customers and target audience of the Continuous Improvement work processes.

SOP Storyboarding – 104 Content Slides Created



SOPs Key Piece of “The Bridge”

Introduction to Techniques

- Tools introduced in Green Belt Training Program through limited examples and group style execution
- Some trainees get to use tools on CI teams as Leads, most do not
- Black Belt trainees get more time with tools as Leads on CI team



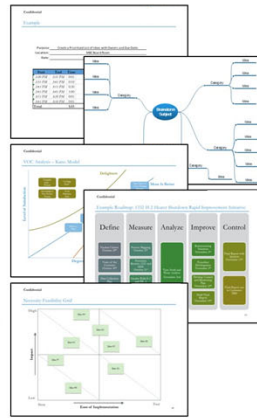
Tool Use Moves Beyond CITs

- Standard Operating Procedures (SOPs) provide for improved consistency in tool execution and streamlined processing
- Standard Work Process allows for improved emphasis on timely team closure
 - Applied hands-on workshop training using the SOPs provides a safe place to practice tools and build execution skills
 - Basic tools move from CIT use to everyday efforts

Improve

Template Effort Summary

- Core tool SOPs have been developed and include the standard elements of Objective, Physical Requirements, Room Preparation, Running the Session, Follow-Up, Cheat Sheet, Templates and Examples
 - Step 0** – primary tool to effectively scope out a team-based task, initiative, or project.
 - Road Mapping** – core tool to develop project, team timeline with milestones to drive accountability.
 - Meeting** – main tool as all other tools are executed during meetings. Provides framework for planning, executing and follow-up.
 - Brainstorming** – core tool to generate a large amount of ideas quickly and efficiently.
 - NFG** – core tool to prioritize brainstormed ideas assigning owners and timeline for follow-up.
 - VoC Preparation** – tool to identify customer groups and develop target questions for VoC sessions.
 - VoC Kano** – tool to execute a VoC session and order responses into *Must Haves, More is Better and Delighters*.
 - Storyboarding** – tool provides the framework to communicate project output meeting deliverables and aligning with DMAIC.



Daily Kaizen – Quick Agenda (01/11/2018)

Start	End	Item	Who
2:00:00 PM	2:05:00 PM	Agenda	Cunningham
2:05:00 PM	2:10:00 PM	Unit Status	Winters
2:10:00 PM	2:30:00 PM	Repair Options	Team
2:30:00 PM	2:50:00 PM	Timeline Development	Team
2:50:00 PM	2:55:00 PM	Action Items	Cunningham

Before: Creating an agenda from scratch takes approximately 20 minutes in excel. Finding a good agenda template isn't easy.

After: Standard agenda templates created for repeat meetings in Excel. Pinned Excel and the template file to the task bar. Accessed by "right-clicking" on Excel in the task bar. Agendas are created in 5 minutes.

Problem Description: It takes approximately 20 minutes to locate, create, and publish an agenda for a meeting.

Effects of Kaizen: (cycle time/inventory/changeover time) Reduced time to create and publish meeting agendas by 15 minutes/meeting notice.

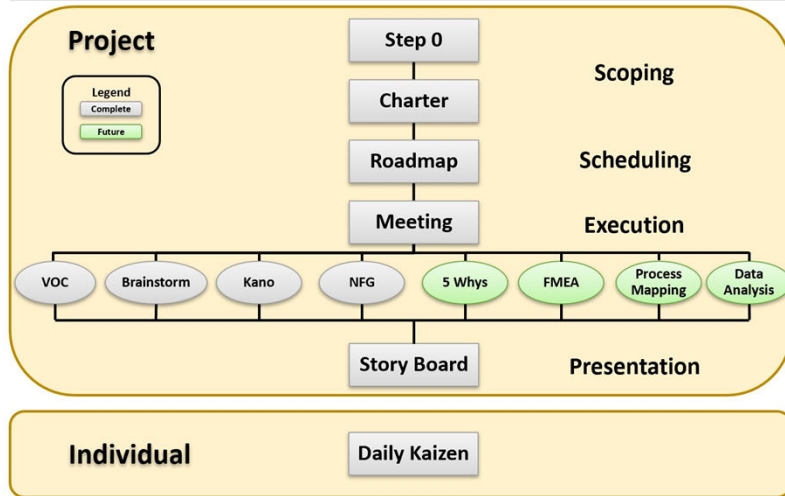
Daily Kaizen

- Many individuals and teams make large gains when executing continuous improvement projects, only to slip back into work processes that create more waste.
- The ultimate goal of continuous improvement is to create a culture where waste is not tolerated, and the employees have the tools and the processes available to allow them to systematically eliminate waste.
- Daily Kaizen is a process to facilitate and drive this culture. It helps the team identify waste, quantify the loss, fix the problem, and communicate the improvement. The information can then be shared within the team.
- The incremental time and resources gained can then be dedicated to additional waste elimination, thereby leading to compounding improvement.

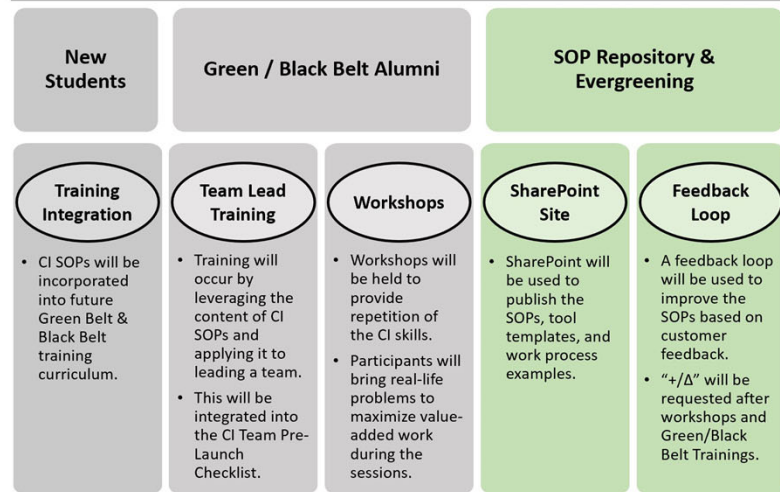


Learn

Summary



Communication & Roll-Out



Monitoring & Control Plan

Monitor and Control Event	Owner	How	Distribution	Due Date
SharePoint Site Creation		SharePoint	Stakeholders	Complete
Database of CI Trained		SharePoint	Stakeholders	2/15/18
Green Belt Training Integration		CI Team	Green Belt Students	5/1/18
Black Belt Training Integration		CI Team	Black Belt Students	3/19/18
Meetings	Owner	How	Distribution	Frequency
1/3/6/12 Month Team Check-In		Meeting(s)	CI Team	Quarterly
CI SOP Workshops		Meeting(s)	GB/BB Trained	Quarterly
Team Lead Training		Meeting(s)	GB/BB Trained	As-Needed
Kaizen Pilot Introduction		Meeting(s)	CI Team	Weekly

Summary

The Continuous Improvement department participated in an initiative to develop standard operating procedures to ensure consistency internally, drive efficient project execution, and promote DMAIC tool utilization throughout the organization.

Internal Consistency and Standardization

- Different tools were identified as key components to facilitate effective team based problem solving, following the process from start to finish.
 - Scoping – Step 0
 - Scheduling – Roadmapping
 - Execution – Meeting Setup and Execution, Brainstorming, VOC, NFG, Kano Model
 - Presentation - Storyboarding

Efficient Project Execution

- Each tool was evaluated step by step to determine the key components for preparation, room setup, and follow up to determine the required amount of time to effectively execute each of the tools.
- This timing can be incorporated into project planning to ensure that key milestones are met and teams are completed within the required time frame.

Tool Utilization Outside Formal CI Teams

- Visual SOPs were created to guide Green Belt Trained employees step by step through the facilitation process and include a one page summary for an in-meeting reference, a template to draft presentation ready content, and an example from a previous team to understand the desired outcome.

[Learn more](#)

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