Lean and Strategy Ops – FOS guidelines

**Basic items to check before submission.**

* Always check your typos.
* Expand on Acronyms ( first time ) before you can use if further.
* Professionalism – Simple, Succinct, Effective and no grammatical errors.

**Sample memo**

*“ Jack Daniels company is a world-renowned drink manufacturer. They have a warehouse in Jackson, TN where one department repacks returned product, that is in good condition.*

*The operations of the repack Area are:*

*- Bring the returns from its staging area*

*- Sorting good/bad products*

*- Repack in new packaging*

*- Move it to a designated staging area for Return to Stock (RTS).*

*The repack process is being relocated to a different area of a newly renovated warehouse.*

*The company’s target for repack process is 50% but for the last 3 quarters it has been around 30%. The goal of the project is to increase the repack percentage from the current 30% to 40% by using Continuous Improvement(CI) methodology. Some of the expected tools that would be deployed are Workspace design, Work Standardization, Error proofing, 5S and Quality Control.*

*The concepts implemented will be from the following courses.*

* *TECH 4460 – Motion & Time and Ergonomic*
* *TECH 4462 – Quality Improvement*
* *TECH 4466 – Workstation design*
* *TECH 4464 – Production planning and control*

*The estimated savings is about $5,000 annually. The goal is to maximize output, minimize operating expenses and improve process and packaging quality.*

*During the duration of the project, I will be the project lead and two team members will be assisting me. Furthermore, a project sponsor and a coach will be a part of the project as well. I plan to use the Define, Measure, Analyze, Improve and Control(DMAIC) approach for this project. This approach will help establish key milestones and will be used to track and report progress to all my stakeholders (Management and Faculty). The expected project completion date would be between 10/21/21 – 11/21/21. This would allow enough time for the project to be accomplished.*

“

A typical CI project will consist of a problem statement. This can come from multiple sources.

* You have identified it during your time at the work.
* Your management has a CI list and you have been asked to work on this.
* A problem has been identified and you have been asked to find a solution.
* A goal your management wants to achieve, and you are to find a solution.

**First Semester expectations**

**DEFINE**

During the first semester, you will be working on defining the problem statement. This should be done in collaboration with your manager. This should happen at the earliest so that you can start working on the analysis. Your problem statement must consist of the following SMART requirements. Scope must be very clear.

* The issue/problem or goal clearly stated.
* Quantification of the problem – dollars, quantity, or percentage
* Estimated timeline for the completion of the project
* Objectives and deliverable are defined currently.

***Example****: Based on the last 12 months data the average defect rate at our emergency bulb pack out line is 30% ( $6000). The goal is to reduce this to 15%($3000) or below before the end of the April 2024.*

**MEASURE**

This should be done during the define phase but must continue into your analysis phase too. Here you are trying to collect data, validate it, check its relevance, come at some metrics etc., Bulk of your effort is to ensure you are studying the process from its start to the end. Creating your current state value stream process map happens here. Interacting with the employees and gathering information( without drawing any conclusions) as well as looking for the areas for improvement must be documented.

**ANALYZE**

At this point you are analyzing the data and drawing up some conclusions. You could also be discarding data that is not useful to your project. You are coming up with tools that you want to deploy during your implementation phases. How are you going to measure progress, who are your stakeholders, how often will you be reporting etc.,

**PROPOSAL for approval**

Here you will be proposing your recommendations to your management and gaining their approval. Remember, not everything you propose may be approved. However, you need to give them all your findings and solutions. You should have laid out your project implementation plan with timelines in your proposal.

By the end of this semester, you should be ready to implement solutions.

When you complete your memo for the course you should have all the information from the above 3 sections clearly explaining with appropriate charts and graphs. It should follow the DMAP flow.

**Second Semester expectations**

**IMPROVE**

This semester you are making the improvements. As per your proposal you are meeting with you manager and providing updates. You are tweaking your process/solutions as needed. You are also collecting data, even if it is in its infancy.

Keeping your scope in mind is critical. You cannot change your project at this time.

**CONTROL**

Your improvements have been implemented, data is coming in. You are studying it and reporting out. You are also working on your deliverables. These could be Process maps, Time standards, Standard Operating Procedures (SOP) , creating Work Instructions (WI), Visual Aids or others as needed. You are in the process of handing this back to the team and company to carry on with the monitoring and sustaining the improvements.

By the end of this semester, you should be ready delink from the project.