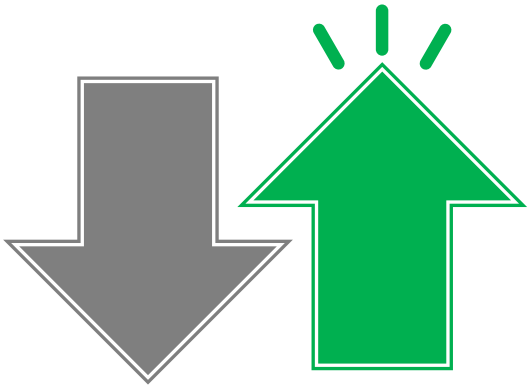
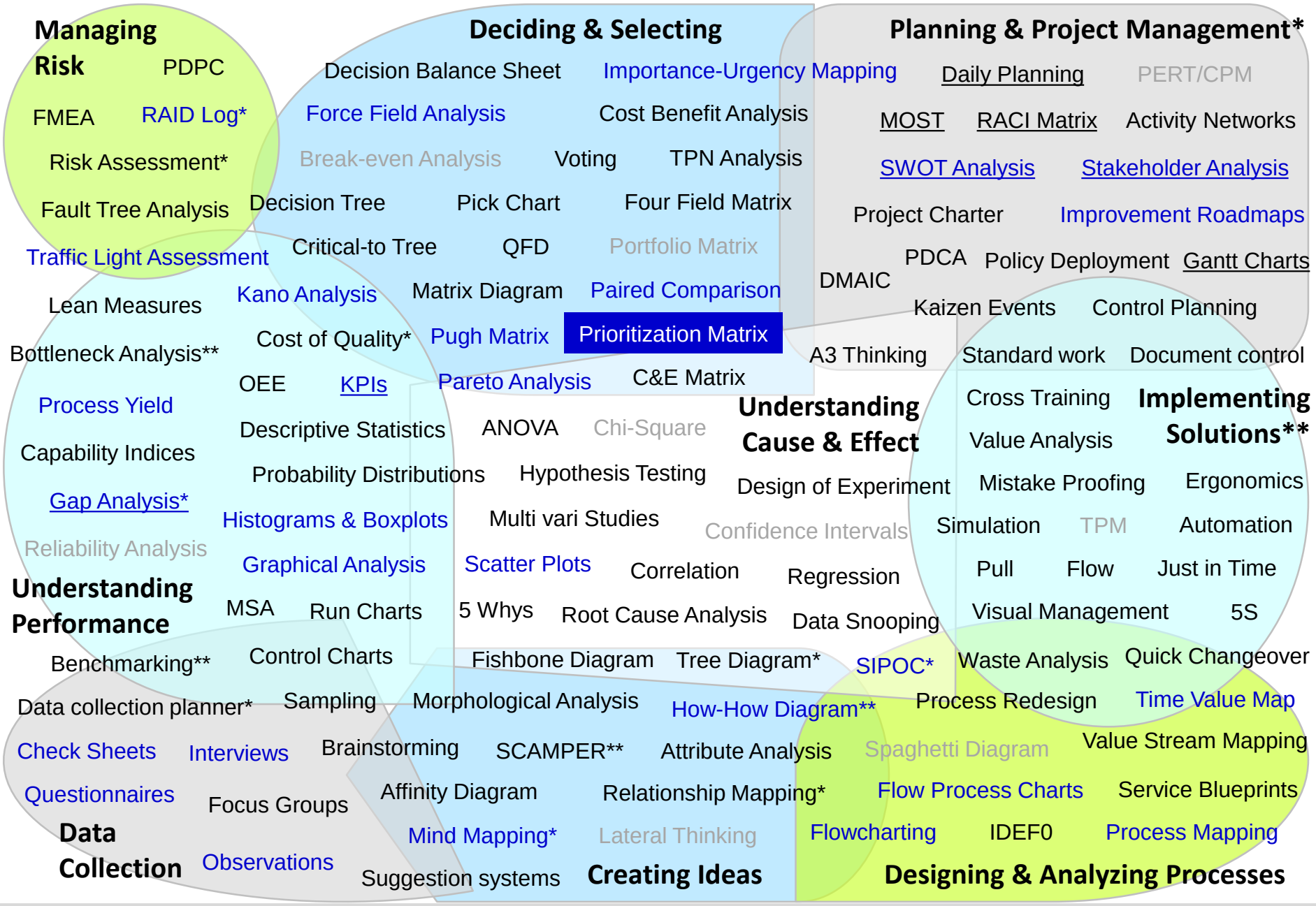
Continuous Improvement Toolkit

Prioritization Matrix



The Continuous Improvement Map

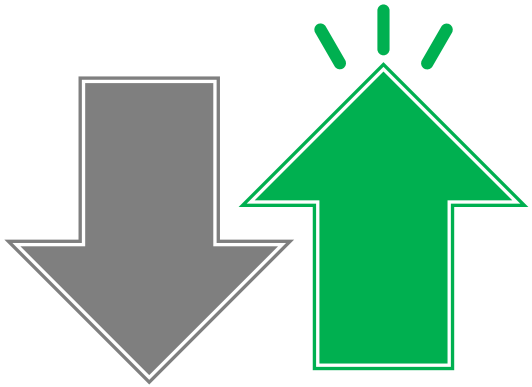


- Prioritization Matrix

- **Prioritization** is an essential skill that needs to be mastered to make the best use of your own and your teams time and effort.

- Prioritization Matrix

- A **Prioritization Matrix** provides a way to prioritize a diverse set of items into an order of importance.
- Allows the team to select the most appropriate option from several alternatives based on a predefined criteria.



- Prioritization Matrix

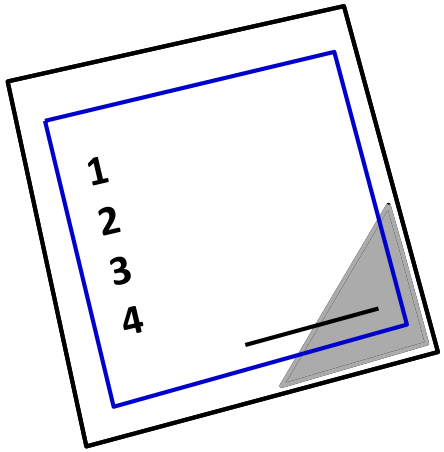
Uses:

- To prioritize a list of items to select and decide a further action.
- Often used in the project selection process.

- **Examples:**
  - A project that you need to start.
  - An issue that you need to resolve.
  - A solution that you need to implement.

- Prioritization Matrix

- It helps reduce options to the most effective and least costly.
- It allows the team to agree on the priorities and move toward the action collectively.
- It helps make use of time and resources to focus on the things that really matter.



- Prioritization Matrix

Assessment Criteria:

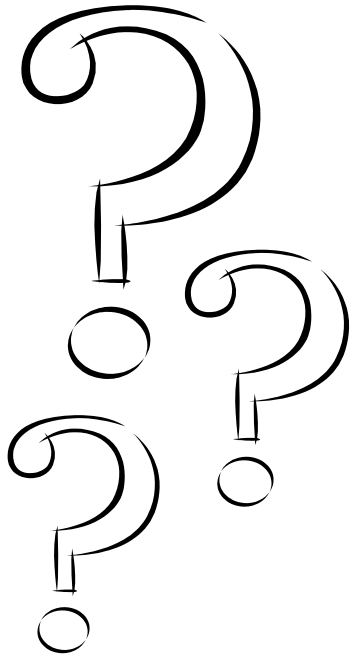
- Developing them is the first step before prioritizing.
- Help narrow down the discussion.
- Provide a constant basis for comparison.
- Should cover all the aspects of the study to ensure that the selected option will be effective.
- Should be measured easily and objectively.

Brainstorming	→ Generate criteria
Affinity diagrams	→ Organize criteria
Voting	→ Reduce criteria

- Prioritization Matrix

Questions That may Help:

- Will the solution solve the problem permanently?
- Will it improve customer satisfaction?
- What are the cost for implementing the solution?
- How easy is it to do?
- How much time it will take?
- Are there any potential problems or risks that can arise in future?
- Are there any potential regulatory or safety issues that need to be considered?



- Prioritization Matrix

Weighting Criteria:

- **You may weight up your assessment criteria by:**
  - Totaling the scores collected during the assessment criteria development session.
  - Allowing your team to distribute a certain number of points between the selected criteria.

Criteria / Name	Adam	Emir	Sara	Zekaria	Total
Cost effective	40	55	20	40	**155**
Decreased defects	15	20	30	15	**80**
Increased productivity	40	10	50	30	**130**
User friendly	5	15	0	15	**35**
	100	100	100	100	

- Prioritization Matrix

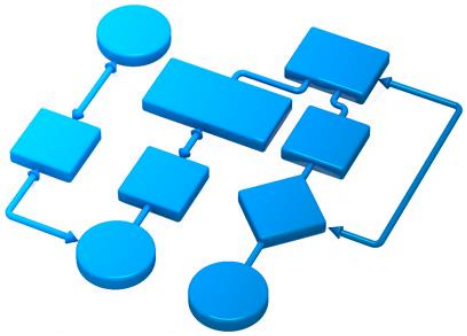
Example of a Prioritization Matrix Template:

Criteria					Weighted score	Rank
Solution – Option / Weight						

Criteria	Cost effective	Decreased defects	Increased productivity	User friendly	Weighted score	Rank
Solution – Option / Weight						
New equipment 1						
New equipment 2						
New equipment 3						
New equipment 4						

- Prioritization Matrix

How to Construct and Use a Prioritization Matrix:



- Explain the purpose for constructing the prioritization matrix.
- Agree on the items that need to be prioritized.
- Ensure that the criteria and their weightings are set and agreed by all.
- Allow each member to score each item against each criterion.
- Calculate the final weighted scores for each item.
- Sort the items by their ranks to make them clearer.

- Prioritization Matrix

Example – Project Selection:

- In the example below, the team has to select the most profitable among five candidate projects.

Project Title	Cost $	Savings $ (1st year) **X3**	Months to complete
Energy reduction	$36,000	$43,000	10
Spoilage reduction	$30,000	$120,000	12
Reduce strap width	$5,500	$11,000	3
Reduce stretch wrap usage	$7,000	$4,000	5
Reduce over varnish usage	$20,000	$66,000	8

- Prioritization Matrix

Example – Project Selection:

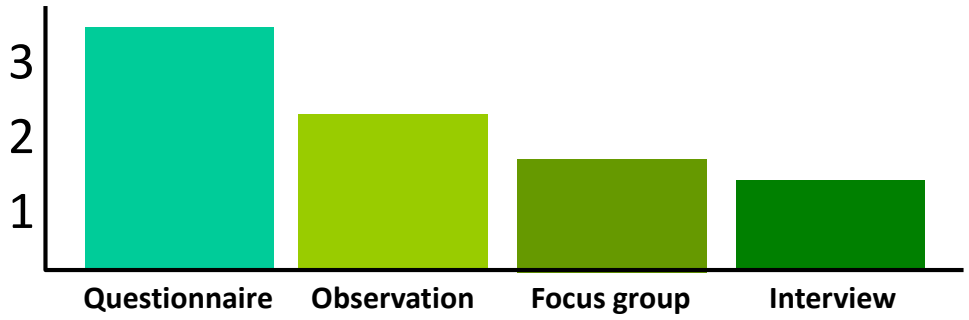
- They agreed that savings should be given a weight of 3 as it is relatively more important than the other criteria.

Project Title	Cost $	Savings $ (1st year)	Months to complete	Weighted score	**Rank**
Weight		**X 3**			
Energy reduction	1	3X3= 9	2	12	4th
Spoilage reduction	2	5X3 = 15	1	18	**1st**
Reduce strap width	5	2X3 = 6	5	16	3rd
Reduce stretch wrap usage	4	1X3 = 3	4	11	5th
Reduce over varnish usage	3	4X3 = 12	3	18	**1st**

- Prioritization Matrix

Example - Select the Most Efficient Data Collection Method:

Project Title	Cost effective	Response time	Quantity	Weighted score	**Rank**
Weight	0.4	0.2	0.3		
Questionnaire	4	1	5	3.3	**1**
Interview	1	4	1	1.5	**4**
Observation	3	2	2	2.2	**2**
Focus group	1	4	2	1.8	**3**



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Further Information:

- Prioritization matrix is often used when simple voting is not enough to make an informed decision.
- Pilot studies can be used to check the effectiveness of a solution in practice before full implementation.