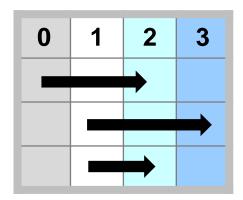
Continuous Improvement Toolkit

Improvement Roadmaps

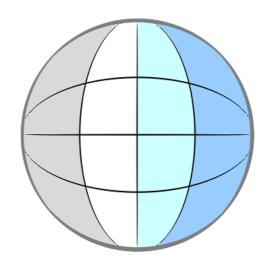


The Continuous Improvement Map

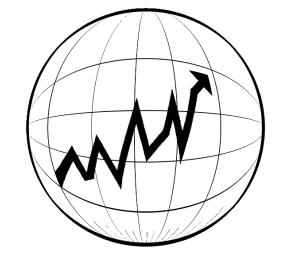
| Managing | | Deciding & S | electing | Planr | ning & Projec | t Management* |
|------------------------------------|--------------------------|--------------------|------------------|----------------------|----------------|--------------------|
| Risk PDPC | Decision Bala | ance Sheet Im | portance-Urger | ncy Mapping <u>[</u> | Daily Planning | PERT/CPM |
| FMEA RAID Log* | Force Field Ana | alysis Co | st Benefit Analy | rsis <u>MOST</u> | RACI Matrix | Activity Networks |
| Risk Assessment* | Break-even Ana | alysis Voting | TPN Analys | sis <u>SWOT</u> | Analysis Sta | keholder Analysis |
| Fault Tree Analysis | Decision Tree | Pick Chart | Four Field Matri | x Project Ch | narter Impro | ovement Roadmaps |
| Traffic Light Assessme | nt Critical-to Tree | QFD Po | ortfolio Matrix | PDC | A Policy Deplo | yment Gantt Charts |
| Lean Measures K | ano Analysis Matı | rix Diagram Pair | ed Comparison | DMAIC Kaiz | zen Events C | ontrol Planning |
| Bøttleneck Analysis** | Cost of Quality* Pu | igh Matrix Prior | itization Matrix | A3 Thinking | Standard work | Document control |
| Process Yield | DEE <u>KPIs</u> | areto Analysis | C&E Matrix | derstanding | Cross Training | Implementing |
| | Descriptive Statistics | ANOVA Chi | -Sauara | use & Effect | Value Analysis | Solutions** |
| Gap Analysis* | Probability Distribution | ons Hypothesis | Testing Desi | ign of Experiment | Mistake Proo | fing Ergonomics |
| His | stograms & Boxplots | Multi vari Stud | lies Confide | ence Intervals S | imulation TP | M Automation |
| Reliability Analysis Understanding | Graphical Analysis | Scatter Plots | Correlation | Regression | Pull Flow | Just in Time |
| Performance | SA Run Charts | 5 Whys Root C | ause Analysis | Data Snooping | Visual Manage | ement 5S |
| Benchmarking** | Control Charts | Fishbone Diagra | am Tree Diagr | am* SIPOC* | Waste Analysis | Quick Changeover |
| Data collection planner* | Sampling Mor | phological Analysi | S How-How [| Diagram** Pro | cess Redesign | Time Value Map |
| Check Sheets Intervi | ews Brainstorming | SCAMPER** | Attribute Ana | alysis Spaghet | ti Diagram Va | ue Stream Mapping |
| Questionnaires Focu | us Groups Affinity | Diagram Re | elationship Mapp | oing* Flow Pr | ocess Charts | Service Blueprints |
| Data | Mind | \ | eral Thinking | Flowcharting | | Process Mapping |
| Collection Obse | Suggestic | n systems Cre | ating Ideas | Desig | ning & Analy | zing Processes |

- Our long-term project management and process improvement can be very complicated.
- We can drive with no fixed destination or time constraints.
- We need to know and understand where we are now, and then find the fastest and simplest way to achieve our targets.

A map can always help to find our way!



- □ An Improvement Roadmap is a simple method to achieve improvements.
- □ A document that will guide us through the implementation process of a long-term goal or project.
- □ Illustrates the best possible routes to get to where we want to go.



- Indicates if we are in the correct way at the right time.
- Provides the team with a good overview of the actual situation of the implementation.
- Ensures all are moving forward toward obtaining excellence.

A good improvement roadmap should answer:

- Where we are now?
- Where we want to be?
- What is the **time** needed to reach our goals?
- What performance indicators are needed to assess the progress against the established goals and milestones?



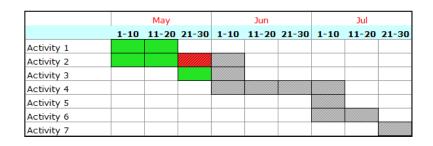
| Improvement Goals | Where we are now | Where we want to be in | Where we want to be in | Where we want to be in | Metrics |
|----------------------|------------------|------------------------|------------------------|------------------------|---------|
| | | | | | |
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Measurables are those indicators that allow you to actually assess your progress against your milestones

■ An action plan per goal is needed to break down big goals into smaller and workable activities.

■ A good action plan:

- Outlines all activities and their order.
- Outlines time periods.
- Outlines responsibilities.
- Highlights any particular needs, issues or obstacles to overcome.
- Identifies where to focus efforts for greater impact.



Example:

| Improvemen t Goals | Where we are now | Where we want to be in 6 months | Where we want to be in 12 months | Where we want to be in 18 months | Where we want to be in 24 months | Metrics |
|-------------------------------|---|---|---|----------------------------------|----------------------------------|-------------------|
| Spoilage reduction | Spoilage rate is too high (>8%) | Defect awareness program to all | Breakdown analysis system in place | Spoilage rate less than 5% | Spoilage rate less than 4% | Spoilage rate |
| Internal Audit development | Internal audit is not effective enough | Current audit practices reviewed and improved | Audit system covers all functional areas | Audit score above 80% | Audit score above 90% | Audit score |
| 5S improvement | Poor workplace organization & conditions | 5S awareness program to all | 5S procedures & practices in place | 5S audit score above 75% | 5S audit score above 85% | 5S audit score |

Example:

