

# Lean Thinking Lean Office Customer Service

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- Lean Thinking
- Lean Office
- Customer Service



- Le tecniche Lean applicate all'area dei servizi e degli uffici
- Le 5 S e l'analisi del valore applicata nelle procedure organizzative .

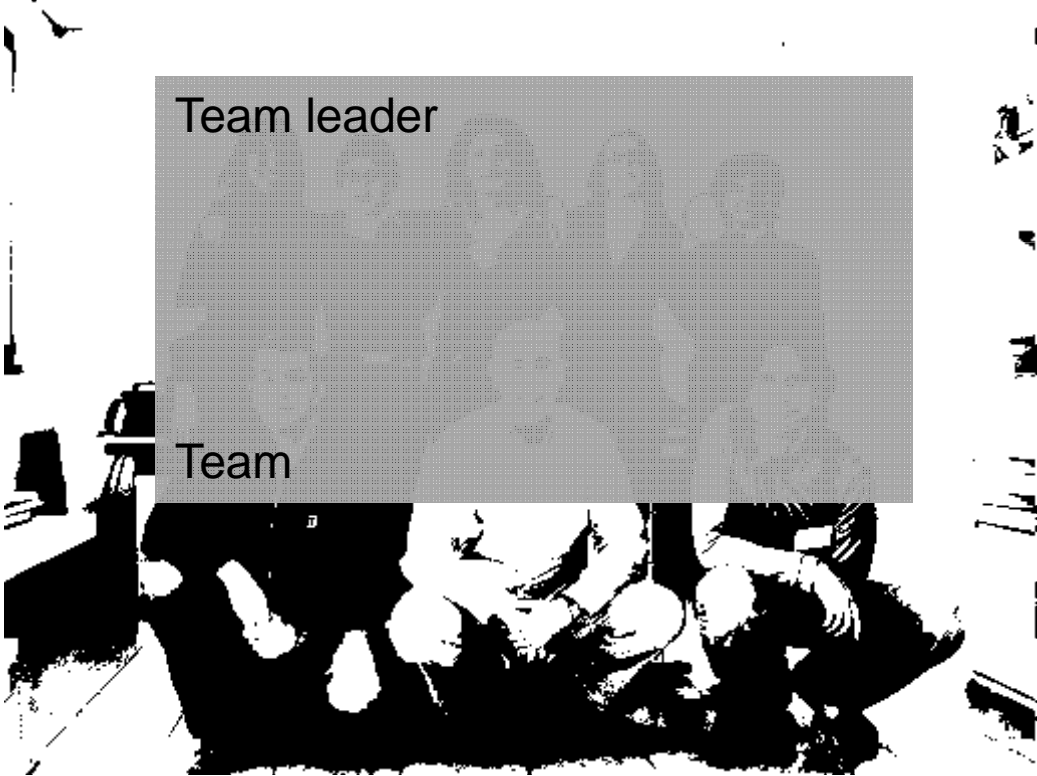
## ■ L'evento Kaizen negli uffici ■ Reggio Emilia 2010

LC lean Consulting – 41012 – Carpi – Mo – tel 0039 335 5982922

# - Customer Service

XXXXXXX  
XXXXXXX  
XXXXXXX  
XXXXXXX  
XXXXXXX

YYYYYYYY  
YYYYYYYY  
YYYYYYYY  
YYYYYYYY  
YYYYYYYY



# Targeted Area and Reason for the Event

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- Reduce order confirmation lead-time to 2 days from P.O. reception
- Improve Customer Service dept. in terms of procedure, layout and safety



# Targets / Results



Formel No: S-002

Department Number 所属(部署)番号..... CUSTOMER SERVICE **TARGET: 目標**  
 Department Name 部署(部門)名..... TEAM 2  
 Station Identification 工程名..... \_\_\_\_\_

Date 日付: 28/2/07  
 Total Time: \_\_\_\_\_  
 タクトタイム

OVER  
OULDEN.

	S-ART 現状	TARGET 目標	1st Day 1日目	2nd Day 2日目	3rd Day 3日目	4th Day 4日目	5th Day 5日目	RESULT 実績	Total Change 変化率
Space (SQ. FT) スペース (平方メートル)	*								
Inventory 在庫									
Walk Distance (m) 歩行距離	60m	30	15	10m	5		0	92%	
Parts Traffic Distance 部品運搬距離 (m)	55						5	91%	
Lead Time (sec) リードタイム (秒)	4days	2days					2d	50%	
Cycle Time (sec) サイクルタイム (秒)	25'25"						8	68%	
Volume 1日当たりの生産量									
Crew Size 人員									
Productivity 生産性	625'						200'	68%	
Oversever (Min) 残業									

REMARKS 備考 \* No space saving, but space is better used and less prone to safety hazards.

新技術研究所

# Improvement opportunities

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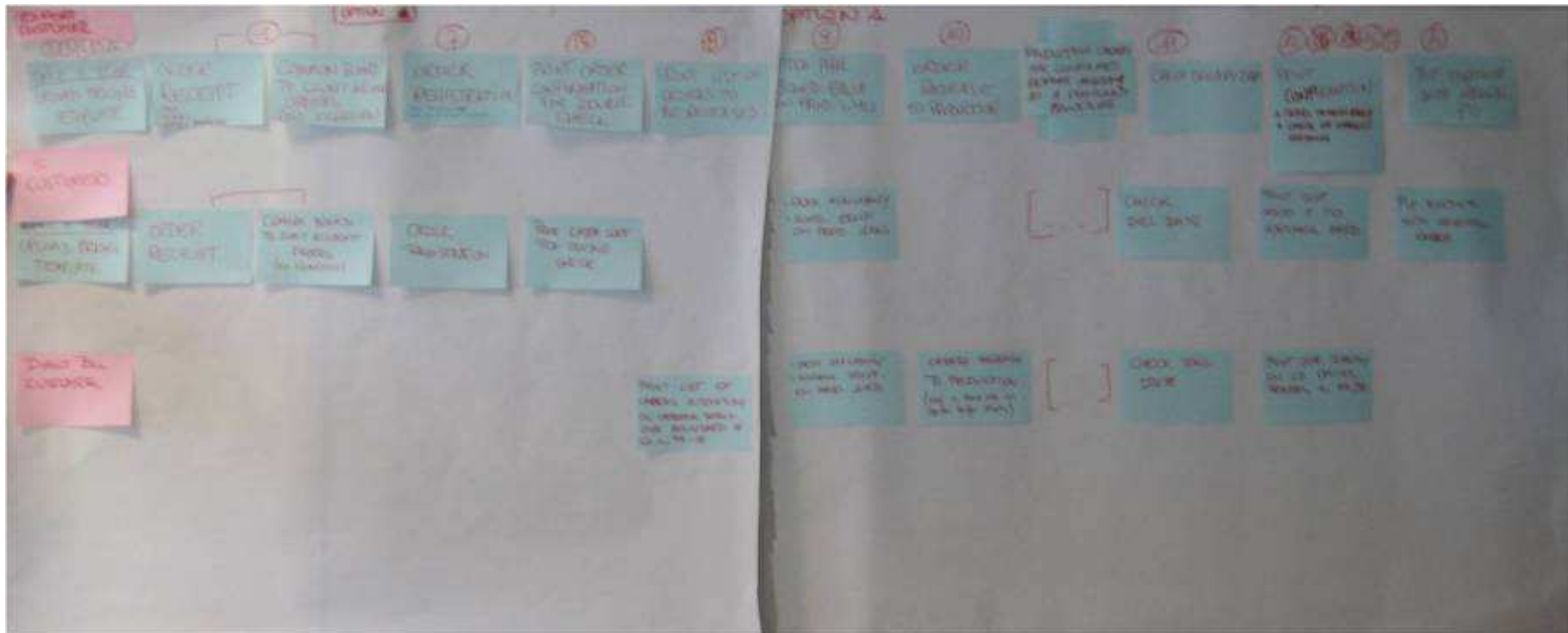
- Disjointed flow
- Too many steps
- Manual counting of received / entered orders
- Not standardized customer order forms
- Order check after production planning confirmation
- Obsolete fax system
- Two days lead time for scheduling plan of production (too long)
- Late acknowledgement of direct bill registration
- Unsafe working place

# Analysis of original flow

- Too much paper work
- Too many steps
- Disjointed activities



# New flow map



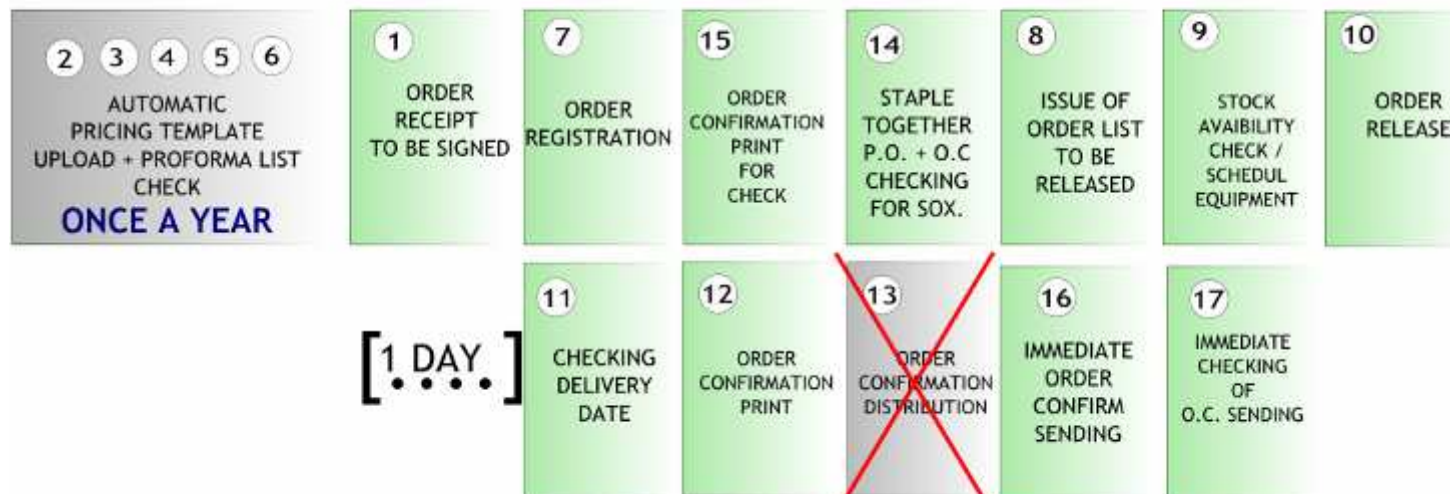
- Steps reduced from 17 to 11
- Paperwork traveling distance reduced by 90%
- Smooth continuous flow

# Flows comparison

BEFORE

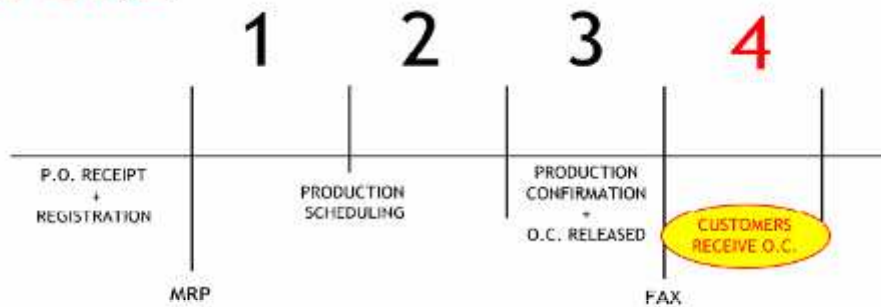


AFTER

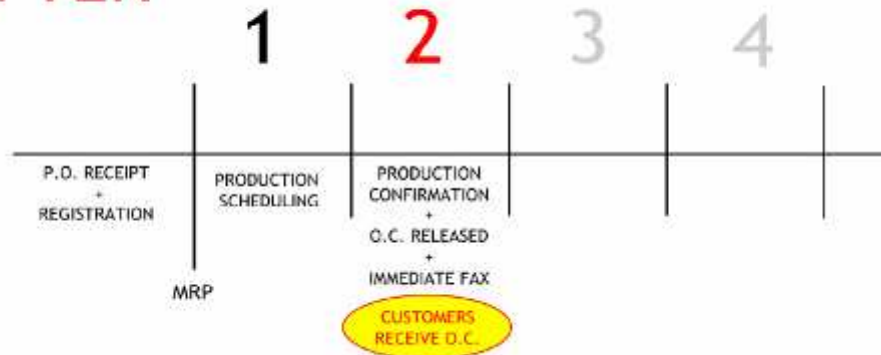


# Order Confirmation lead time

BEFORE

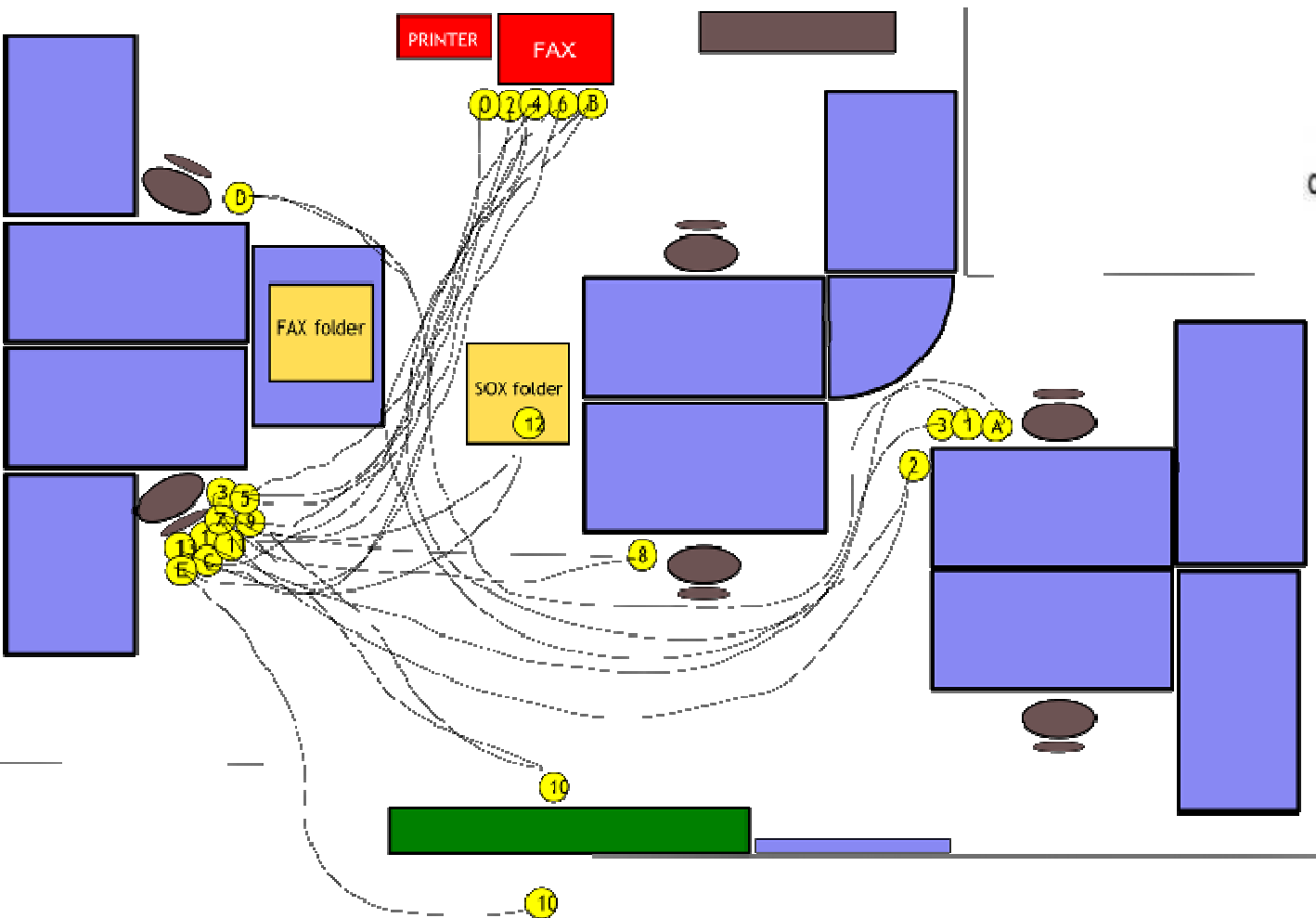


AFTER

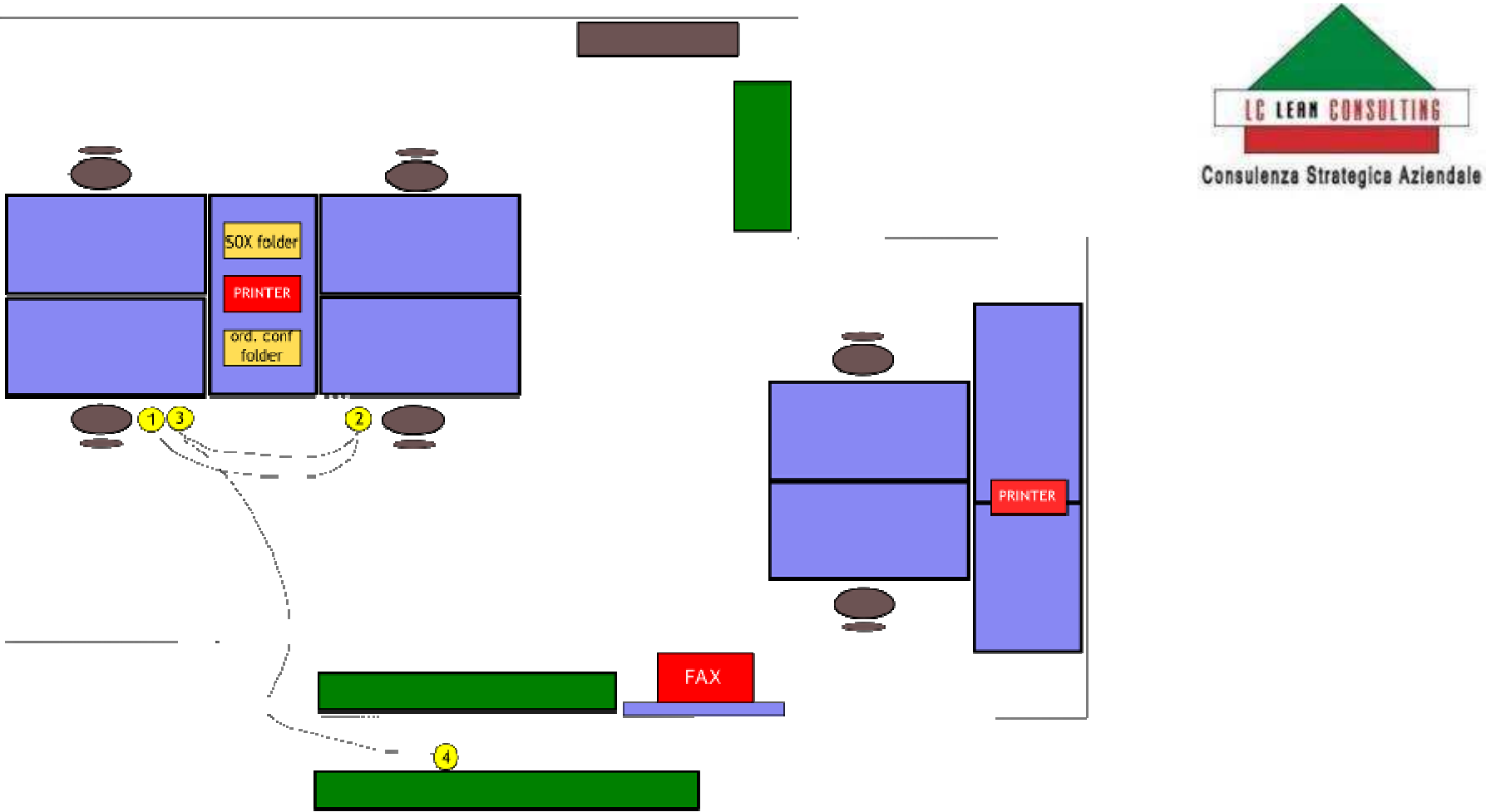


■ Reduced to 2 DAYS

# Old layout and operation flow

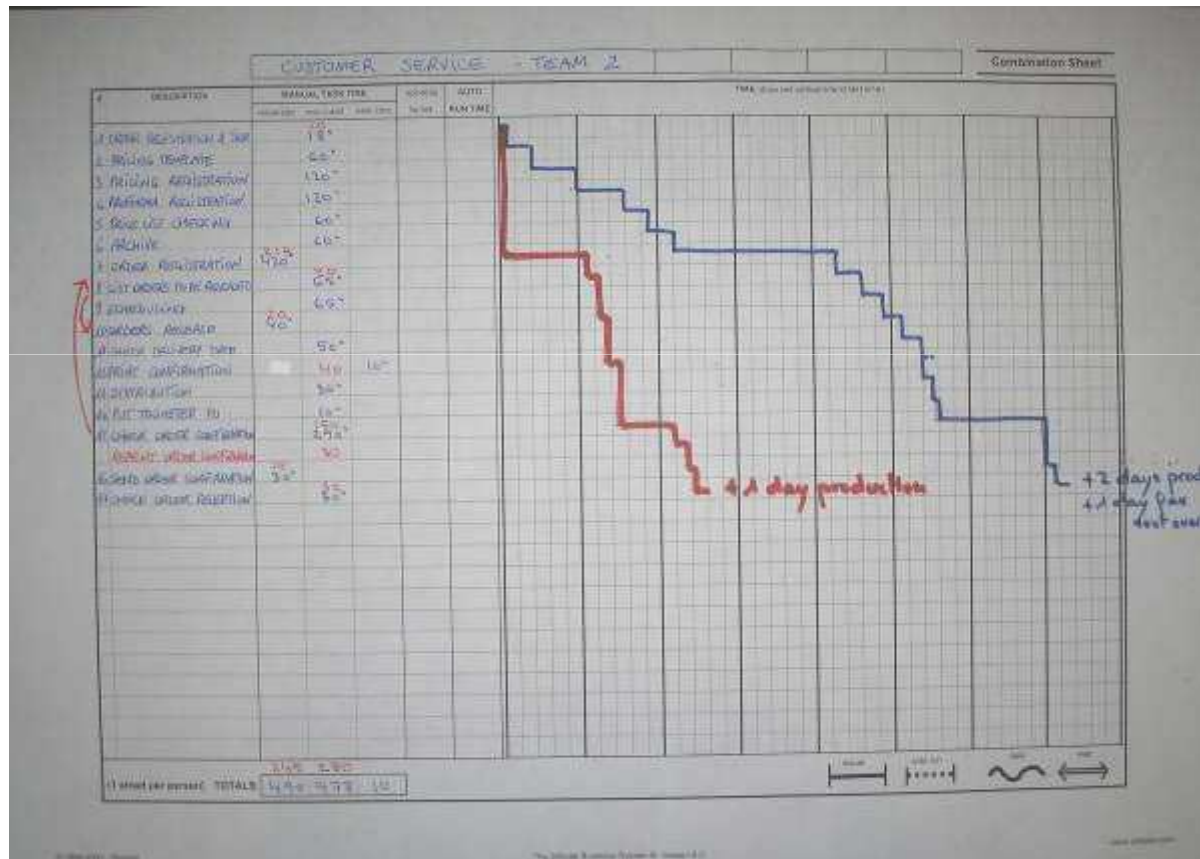


# New layout and operation flow



■ Flow improvement → -91%

# Cycle time



■ Productivity improvement 68%

# Main actions

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- Pricing template upload automatically once a year
- New office layout
  - Desks re-arranged
  - Equipment re-sited
  - As result – safer working environment
- Optimised operation flow
- Additional printer on CS operators' desk
- Production reply in 1 day
- Order confirmation is immediately scheduled and sent



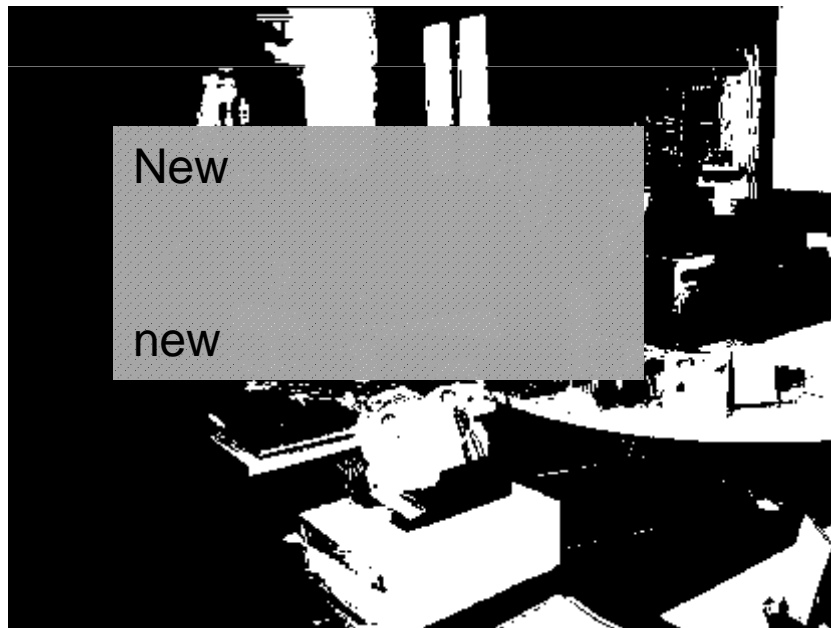


# Working place improvement -1

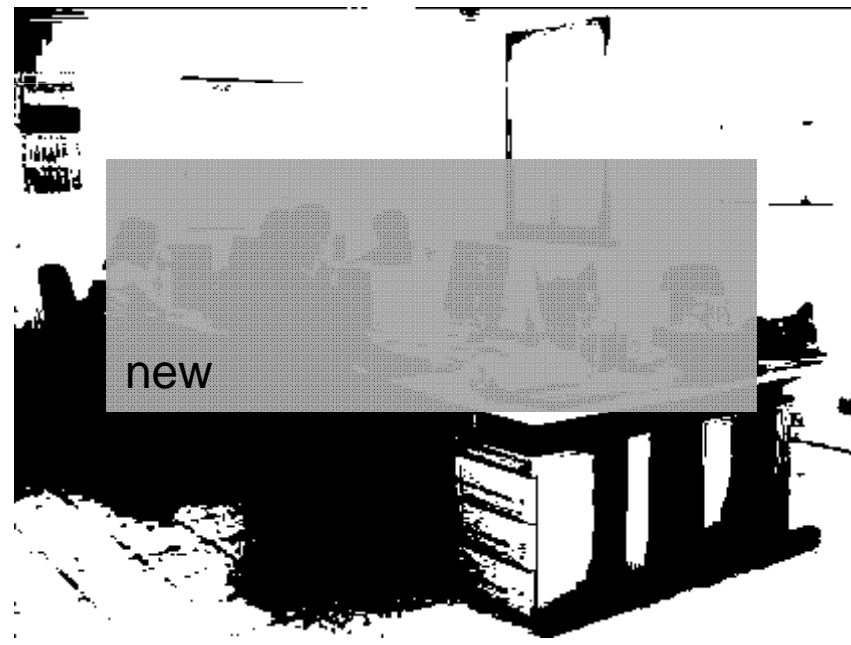
## ■ Space rationalised



BEFORE



AFTER



# Working place improvement -2

## ■ Improved environment condition



BEFORE



AFTER



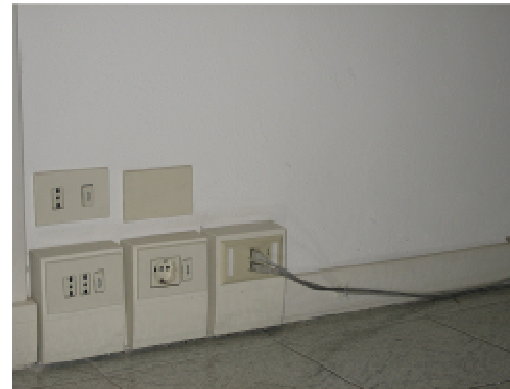
# Working place improvement -3

## ■ Safety improvement

BEFORE



AFTER



# Working place improvement -4

## ■ Chairs

BEFORE



AFTER



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# Working place improvement -5

## ■ Phone

BEFORE



AFTER



**UNERGONOMICAL**  
**PHONE**

# Kaizen Newspaper

1/3

## Kaizen Control sheet

Group Name TEAM 2 /

No	Priority A/B C	Date List ed	Propo sed Name	Problem/Concern (Proposal)	Cause (Why)	Countermeasure (Kaizen Idea)	Cost M. Hr .. \$	Responsi bility	Expected Effect							When	Progr ess	Remarks
									Safety	Quality	Quantity	Producti vity	Waste Red	Time	Others			
1	B	26/2	TEAM	MANUAL COUNT OF ORDERS RECEIVED	STATISTICAL DEACON	USE WHITEBOARD FOR EVERYBODY TO SHOW RECEPTION OF ORDER		CS									BUY BOARD	
2	A	26/2	TEAM	MANUAL PRICING UPDATE ALL YEAR LONG	CUSTOMER SALES CONDITIONS ARE NOT IN THE SYSTEM	FILE PRICING TEMPLATE AT THE BEGINNING OF THE YEAR, ONCE		IT/CS									STUDY & TO PREPARE TO WORK	
3	B	26/2	TEAM	MANUAL PROFORMA UPDATE ALL YEAR LONG	CUSTOMER REQUIREMENTS ARE NOT IN THE SYSTEM	FILE PROFORMA (CONF) TEMPLATE AT THE BEGINNING OF THE YEAR		IT/CS									STUDY & TO PREPARE TO WORK	
4	A	26/2	TEAM	MANUAL CHECK OF PROFORMA ALL YEAR LONG	SOX REQUIREMENT	CHECK PROFORMA AT THE BEGINNING OF THE YEAR, ONCE		IT/CS										
5	C	26/2	TEAM	CUSTOMER ORDERS NOT CLEARLY UNDERSTANDABLE	CUSTOMERS DO NOT USE STANDARD FORMS WITH COMPLETE INFO.	ISSUE AN ORDER DRAFT FORM TO BE SENT TO CUST. AS PROPOSAL		CS										
6	A	26/2	TEAM	ACCESSORIES NOT CLEARLY IDENTIFIED PER TYPE OF MACHINE	ACCESSORIES ORDERED WITH THE MACHINES NOT LAID TO THE CORRESPONDING EQUIPMENT	SYSTEM WILL PROVIDE WARNING IN PRODUCT COMBINATION		IT									ANALYSE SYSTEM CHANGES	
7	A	26/2	TEAM	LONG TIME NEEDED TO IDENTIFY/LOCATE CUST. ID NUMBER	TOO MANY CUST. NOT CLEARLY IDENT.	SYSTEM WILL FILTER CUSTOMER LIST PER TALK USE & WILL NOT SHOW CANCELLED CUSTOMERS		IT									"	
8	A	26/2	TEAM	DELY IN DIRECT MAIL ORDER REGISTRATION ACKNOWLEDGEMENTS	CS OPERATOR HAS TO PRINT ORDER LIST EVERY HOUR	AUTOMATIC ISSUE OF ORDERS		IT						Now				
	A	26/2	TEAM	WASTE OF TIME DISTRIBUTING ORDER CONFIRMATION PRINTED	MANUAL DISTRIBUTION OF ORDER CONF.	NEW PRINTER ON CS OPERATORS DESK		IT						Now			BUY NEW PRINTER	
	A	26/2	TEAM	CHECK OF ORDER CONFIRM ONLY MADE AFTER PER. ORDER OPENING & CHANGES MADE BY CS ARE COMMUNICATED TOO LATE	CHECK CHECKED WHEN ALL THE DATA COMPLETE	WILL CHECK ORDER CONF BEFORE ISSUING ORDER		CS						Now				



# Kaizen Newspaper

2/3		Kaizen Control sheet					Group Name _____ /											
No	Proj ID	Date	Proposed Name	Problem/Concern (Proposal)	Cause (Why)	Countermeasure (Kaizen Idea)	Cost M. Hr \$	Responsibility	Expected Effect						Who	Progress	Remarks	
									Safety	Quality	Down Time	Product ivity	Space Use	Others				
11	A	27/2	TEAM	FAXES ARE SENT DURING THE NIGHT AND RECEIVED THE MORNING AFTER DON EWT.	OBsolete FAX CONFIGURATION	SEND/ RECEIVE FAXES IMMEDIATELY		CS/IT										
12	B	27/2	TEAM	PRELST LAYOUT NOT RELATED TO FLOW	OPERATORS SELECTED PRESENT POSITIONING RANDOMLY	OPTIMIZE SPACE & PLACE WORKING STATIONS RELATED TO FLOW		TEAM										
13	B	27/2	TEAM	DISASTE / UNCONVENIENT HEATING SYSTEM	VERY OLD HEATING SYSTEM	REPLACE HEATING AND AIR CONDITION		CS										
14	B	27/2	TEAM	UNORDER CABLE LAYOUT	CABLES ADDED AT INTEREST TIMES	STUDY CHANNEL FOR CABLES AT CONVENIENT POSITIONING		MAINT.										
15	A	27/2	TEAM	MFGS DEPT ISSUES PRODUCTION ORDER 48 HOURS FROM RECEPTION OF ORDER	MFGS DEPT NEEDS 2 DAYS TO WORK ON IT	PRODUCTION WILL GIVE A REPLY IN 1 DAY		PP										
16	B	27/2	TEAM	OFFICE EQUIPMENT	PAINTING DONE YEARS AGO	WASH PAINTING		CS/Ext. Bldg										
17	B	28/2	TEAM	NON ERGONOMICAL CHAIRS PRODUCING BACK ACHE	OLD CHAIRS BOUGHT YEARS AGO	BUY/CHANGE ERGON. CHAIRS		CS										
18	B	28/2	TEAM	PROBLEMS TO IDENTIFY THE CORRECT COLOUR	FOLDERS HAVE RANDOM COLOURS	ORGANISE COLOUR OF FOLDER PER SUBJECT		CS										
19	B	28/2	TEAM	SOX TRAY TOO DISTANT FROM OPERATORS	ORIGINALLY PLACED ON AN EMPTY TABLE	REPOSITIONED WITHIN REACH OF ALL USERS		CS										
20	C	28/2	TEAM	PRESENT TELEPHONES PRESENT USE OF HANDS WORKS WITH UNERGONOMICAL POSITIONING	OLD TELEPHONES	SUGGESTION TO USE WIRELESS HEADPHONES		CS/IT										



# Kaizen Newspaper

3/3

Kaizen Control sheet

Group Name \_\_\_\_\_ /

No	Priority	Date	Proposed Name	Problem/Concern (Proposal)	Cause (Why)	Countermeasure (Kaizen Idea)	Cost M.Hr. \$	Responsibility	Expected Effect						When	Progress	Remarks
									Quality	Down	Time	Cost	Safety	Others			
21	A	28/2	TEAM	CUSTOMER COMPLAINS THAT ORDER CONFIRMATION IS RECEIVED TOO LATE (4 DAYS)	DISRUPTED & TOO LONG FLOW	IMPROVE FLOW WITH NEW STANDARD PROCEDURE		CS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
22	A	28/2	TEAM	UNSAFETY WORKING PLACE	POSSIBLE HURTING	NO OBSTRUCTIONS ANYMORE		TEAM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
23	C	28/2	TEAM	NO SCHEDULING OF STANDARD ACTIVITIES	NO VISIBLE CHECK	STANDARDISATION AND THE VISUALIZATION OF PERIODICAL CS TASKS		CS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
24	C	30/2	TEAM	CUSTOMER ARE NOT INFORMED ON REQUIRED DATA FOR P.O.	NO STANDARD FORM SENT TO THE CUSTOMER	CS WILL PROVIDE A LETTER TO CUSTOMERS AND SALES MANAGERS		CS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
25	A	30/2	TEAM	FAXES MUST BE COLLECTED FROM A REMOTE PRINTER	THERE'S ONLY ONE PRINTER	FAXES ARE PRINTED DIRECTLY ON CS OPERATORS DESK		IT	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
26	A	30/2	TEAM	NO TIME TO MANAGE EXCEPTIONS	ORDER CONFIRMATION FLOW IS TAKING TOO MUCH TIME	REDUCED TIMING AND STANDARDIZATION OF FLOW		CS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
27	/	/															
28	/	/															
29	/	/															
30	/	/															



# Open items

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- IT activities: Pricing template and Proformas, warning on product combinations, customer selection help
  - Scheduled meeting with IT manager
- Environment improvements: wall painting, air conditioner, wireless headphones
  - Appointment with decorator
  - Asked quotation for installation of air conditioner
  - Order purchase for Wireless Headphone set
- Inform sales managers and customers on new order form proposal
  - Scheduled conference call with sales team

# What we learned



- Always question “STATUS QUO”
- Relentless pursuit of improvement
- Layout is as important in offices as in the shop floor
- Importance of team work
- Any problem can be solved with a quick solution
- Office activities should be viewed as a production line

**THERE IS ALWAYS OPPORTUNITY TO IMPROVE !  
A NEVER-ENDING JOURNEY.**

