|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project title** | Reduce RFQ Turnaround Time | | | | |
| **Problem statement** | Regional account managers submit requests for quote to business units on behalf of customers. The expectation is to turn quotes in 3 business days or less, where same-day turnarounds are counted as 1 day. This is no problem for standard quotes. For non-standard quotes over the past 17 months, 27% exceed the 3 day expectation. The turnaround times (TATs) ranged from 1 to 29 days, with an average of 2.8 days.  Account managers report high levels of dissatisfaction with this situation among current and potential new customers. We suspect that long TATs are at least partially responsible for lost orders. | | | | |
| **Goal statement (qualitative)** | We should be able to meet the 3-day TAT expectation in all but a few exceptional cases. We believe that this will eliminate most customer complaints and increase the PO hit rate. | | | | |
| **Value stream scope** | All non-standard quotes, all account managers, all business units. | | | | |
| **Workflow scope** | Starts with an RFQ, ends with an approved quote or a request to modify the RFQ. | | | | |
| **Out of scope** | All standard quotes. | | | | |
| **Constraints** |  | | | | |
| **Concerns** | * The average of 2.8 days has created the mistaken impression that the 3 day expectation is being met. * Currently there are no process participants on the team. | | | | |
| **Assumptions** | We will be able to get some process participants on the team. | | | | |
| **Project metrics** | **Baselines** | **Goals** | | **KPIs affected** | |
| Average TAT | 2.8 days | TBD | | Customer satisfaction  New business | |
| TAT exceeding 3 days | TBD | TBD | |
| Customer complaints | TBD | TBD | |
| PO hit rate | TBD | TBD | | Revenue | |
|  |  |  | |  | |
| **Team members** | **Roles / Responsibilities (Green Belt, Black Belt, Leader, Scribe, Job Title, etc.)** | | | | |
| Bob Sizemore | Director of Business Process Management | | | | |
| Alicia Brown | Manufacturing Business Process Manager | | | | |
| TBD | Account manager(s) | | | | |
| TBD | BU participants | | | | |
|  |  | | | | |
| **Resources** | **Roles (Champion, Black Belt, Process Owner, Finance, IT, HR, Facilities, etc.)** | | | | |
|  | Champion | | | | |
|  | IT person | | | | |
|  | Master Black Belt | | | | |
|  |  | | | | |
|  |  | | | | |
| **Stakeholders** | **Connection to project** | | | | |
| Manufacturing | Work comes from orders, and orders come from quotes. | | | | |
|  |  | | | | |
|  |  | | | | |
|  |  | | | | |
|  |  | | | | |
| **Milestones** | **Plan** | | **Actual** | | |
| Project start |  | |  | |
| Define phase complete |  | |  | |
| Measure phase complete |  | |  | |
| Analyze phase complete |  | |  | |
| Improve phase complete |  | |  | |
| Control phase complete |  | |  | |