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| |  |  | | --- | --- | | A3 | EXPLANATION | | TITLE : A PROPOSAL TO ………………………. | | | | |  | | |
| |  | | --- | | Owner: | | Date: | | | |
| Problem definition: determine the subject | P | |  | Devise solutions/ countermeasures & make implementation plan: | P |
| * Background * Gap -🡪 How large is the “gap’ between the current situation and the ideal situation? * Clear problem description * Suppose nothing is done, what is the problem then? * What is it noticeable that it is a problem? * What is the cause? | | | Think of as many solutions/countermeasures as possible and prioritize it according to ease and effect (easy to achieve and fast effect).  Do the countermeasures contribute to solving the problem or narrowing the ‘gap’?     |  |  |  |  | | --- | --- | --- | --- | | Causes | Countermeasures | Ease | Effect | | 1 |  | Easy / Difficult | Big / Small | | 2 |  | Easy / Difficult | Big / Small | | 3 |  | Easy / Difficult | Big / Small | | |
| |  |  | | --- | --- | | Current (ad hoc) measures (reactive/repairing): | P | | * What is currently being done so that it doesn’t bother the customer? * Does the ad hoc measure work? = short term solution. | | | | | |  |  | | --- | --- | | Implement implementation plan | D | | * Who will do what, when? * What is needed to implement the promotion?        |  |  |  |  | | --- | --- | --- | --- | | Countermeasure | Who | What | When | | 1 |  |  |  | | 2 |  |  |  | | 3 |  |  |  | | | | | |
| |  |  | | --- | --- | | Determine the purpose / aim / goal: | P | | * Focussed on the gap/ Specific Measurable Acceptable Realistic   Time bound = SMART   * What does it deliver? (Time, €, lead time in the process…) * Is there agreement between management and stakeholders? = long term |  | | | |
| |  |  | | --- | --- | | Analyze problems: | P | | Problem investigation:   * How’s the process going? * What exactly goes wrong? * Who is it a problem for? * Where and how often does it go wrong? * What is the obstacle to doing it right the first time?     Source cause analysis:   * Why did it go wrong? * What are the source causes? * 5x why, ishikawa/herringbone diagram, brainstorm… |  | | | |  |  | | --- | --- | | Measure effects | C | | * Evaluate the results/ Is the ‘gap’closed? Has the goal been approache * What does it deliver? (Time, €, lead time in the process…) * Is the ‘gap’ getting smaller? Why?   If necessary go through the PDCA cycle form back to front. Where are the moments of learning?   |  |  | | --- | --- | | Standardize working method. Secure. Close and communicate. | A | | * Standardize successful processes by : Training and/or Visual management * Communicate and share the solutions * Celebrate success! | | |  | | | | |
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