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| A3  |  EXPLANATION |
| TITLE : A PROPOSAL TO ………………………. |

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|  Owner:   |
|  Date:  |

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| 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’?

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| Causes  | Countermeasures  | Ease  | Effect  |
| 1  |   | Easy / Difficult  | Big / Small |
| 2  |   | Easy / Difficult  | Big / Small |
| 3  |   | Easy / Difficult  | Big / Small |

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| 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.

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| Implement implementation plan  | D  |
|   * Who will do what, when?
* What is needed to implement the promotion?

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| Countermeasure | Who  | What | When |
| 1  |   |   |   |
| 2  |   |   |   |
| 3  |   |   |   |

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| 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

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| 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…
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|  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?

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|  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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