

LEANOhio

ODRC OPI Sales Process

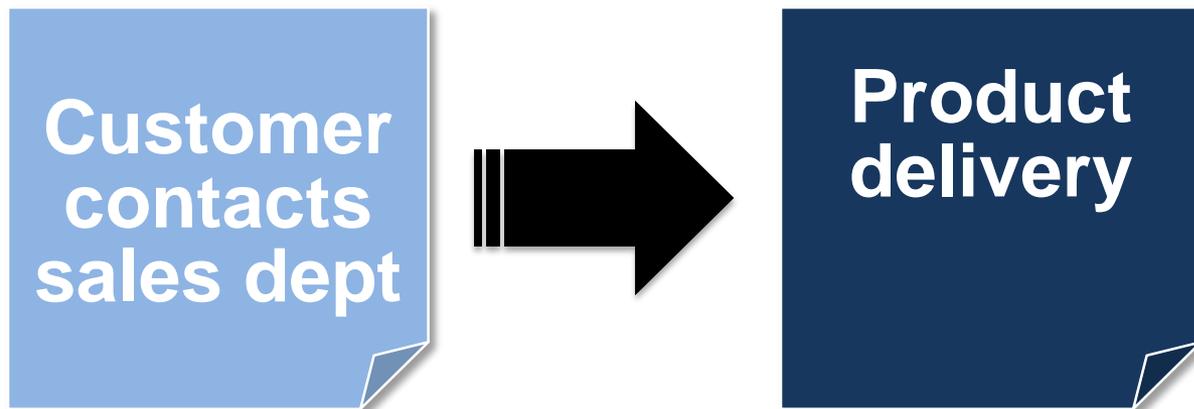
January 14 – January 18, 2019

How Did We Get Here?

- Reassessment of the current operations and future direction of OPI
- Attenda Bed project: As a result, we isolated several key areas of concern with our sales department process
- Late delivery issues appear to be systemic within OPI
- Impact numerous shops and product lines

Event Scope

- What is the first step in the process?
 - Our process begins with...Customer contacts the sales department
- What is the final step in the process?
 - Our process ends with...Product delivery



Event Baseline Data

- **DRC 1289:**
 - Currently taking approximately 11.14 days
 - As of 12/7/2018, utilized 616 times

Process Improvement Goals

Create a documented sales process from initiation to acceptance

Reduce the time required from initial sales contact until sales order

Reduce time frame for completing and usage of DRC Form 1289

Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday





Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping



Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign

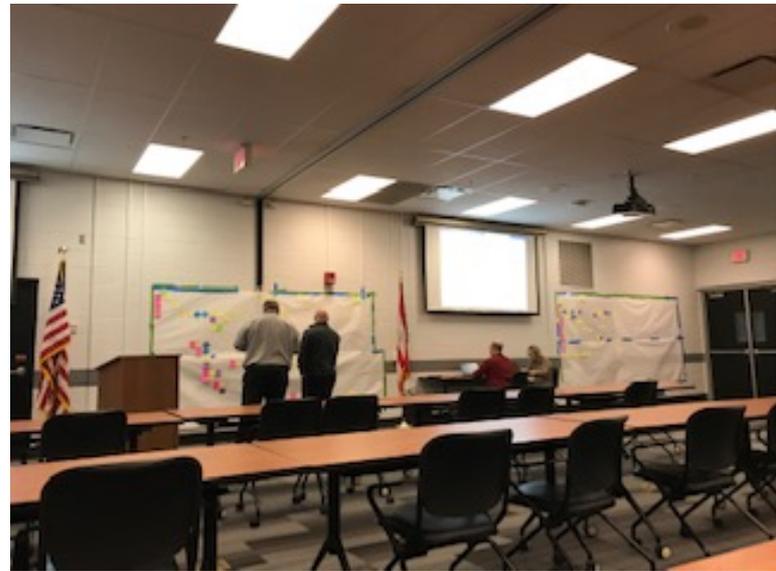


Day Four

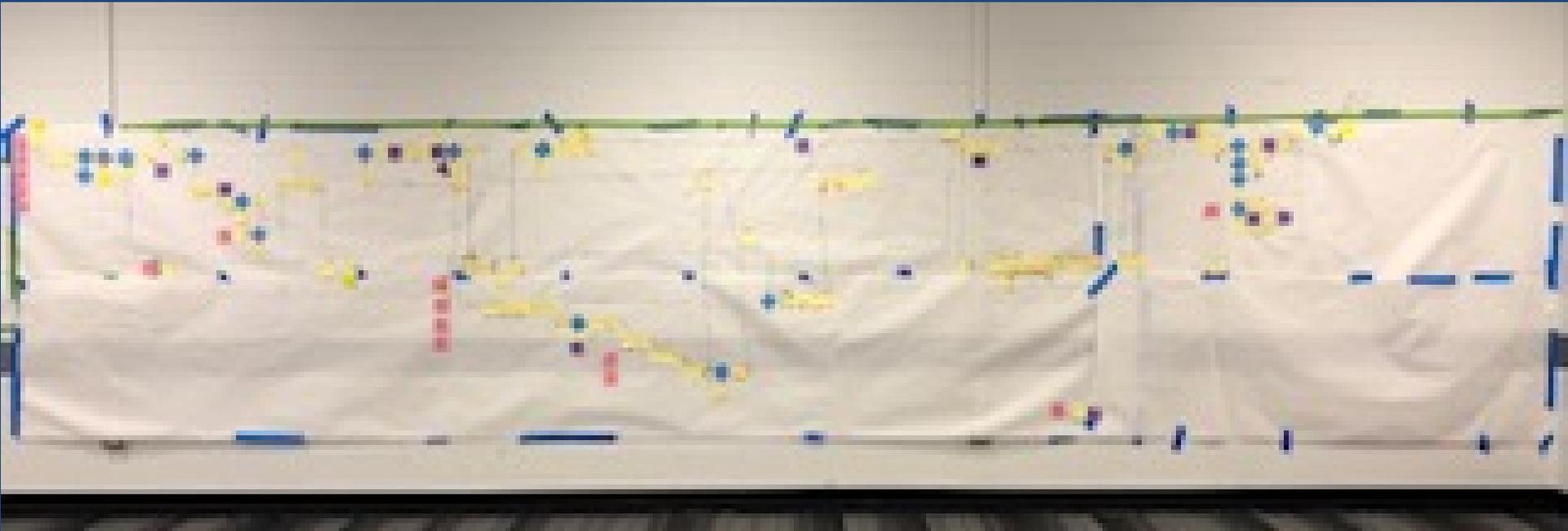
- Future State Process
- Discussion and consensus
- Implementation planning
- Details

Today - Day Five

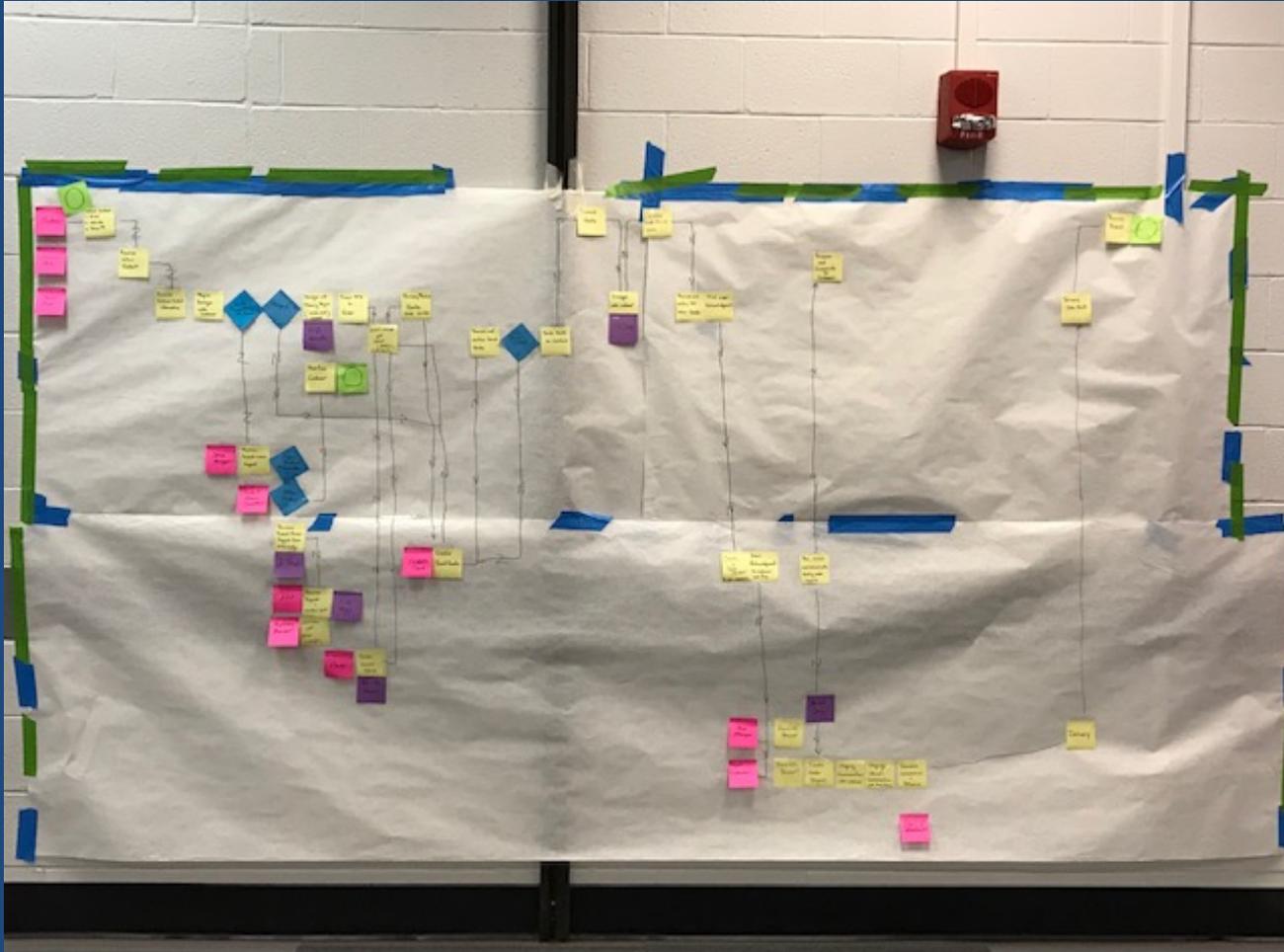
- More implementation planning
- Celebration
- Sharing results



Current State



Future State



Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	111	34	69%
Decision Points	20	5	75%
Functions	15	12	20%
Waste	78 Steps	0	100%
Lead Time	Standard – 45 Non-Standard – 138	Standard – 30 Non-Standard – 85	Standard – 33% Non-Standard – 38%

Implementation Plans

Forms Action Plans		
Legend: Green= Complete Yellow= In Progress Red=Past due Grey=Hold		
Who	What	By When
Chief	Memo on new DRC1289 process to staff. (MRP, Sales, PIM's)	1/22/19
Sales Manager/PIM 3s	Begin new product review process (committee)	1/28/19
Sales Staff	Complete all open DRC1289's	2/26/19
GSS Work Group	Develop new DRC1289	2/26/19
MRPs	Request routable process through ITGG on Onbase	2/26/19
MRPs	Advise staff on new process	2/26/19
All staff	Go live with new DRC1289	2/26/19
MRPs	ADVISE staff on new process through Onbase	7/21/19
Pete Carroll	Go live with new process through Onbase	7/21/19
Marketing Manager, MRP, OSC section	Update policy 25-OPI-02	3/29/19

Implementation Plans

Training Action Plans		
Legend: Green= Complete Yellow= In Progress Red=Past due Grey=Hold		
Who	What	By When
MRP GSS Work Group	GSS/CRM Training	CRM – 30 Days GSS – 6 Mos (Ongoing)
Marketing Manager	Website Training	30 Days (once website is live)
Reentry Coordinator/ Sales Manager	Develop position specific training/certifications	90 Days

Implementation Plans

Communication Action Plans		
Legend: Green= Complete Yellow= In Progress Red=Past due Grey=Hold		
Who	What	By When
MRP	Provide quick reference guide for staff on updating, adding, and deleting customer information in CRM.	1/29/19
Sales Rep.'s Staff/Offender	Update customer contact lists in CRM.	2/12/19
AP4	Chief's email update on OPI matters including Kaizen. Bi-monthly Thursday after Executive Staff meeting.	2/14/19
OSC Communications	Update OPI intranet page	2/26/19
Marketing Manager	Implement new OPI website.	4/19/19
Marketing Manager	Customer Survey satisfaction survey.	7/21/19
Marketing Manager	Update and distribution of marketing material.	7/21/19
Sales Rep.'s Staff/Offender	Purge inactive customers in CRM.	7/21/19
Inside Sales	Update all customer bill to and ship to information.	7/21/19

What Begins Monday?

Celebrate Martin Luther King Jr.

On Tuesday.....

Your Kaizen Experience



Special Thanks to...

Senior Leadership:

Stu Hudson

Kevin Stockdale

Sponsor:

Kevin Stockdale

Team Leader/Facilitators:

John Coleman/Stephanie Starr/Hannah Thomas/Rachel Griffin/John Rayle

Subject Matter Experts:

Pete Carroll/Kevin Stockdale/Erica Johnson/Rob Jeffreys