

Operation Smooth Brews



Making Every Drop Count

Statement of Problem

- Sponsor Objective:
 - Audit efficiency of Euclid Beverage's warehouse systems and equipment
 - Based on the audit determine changes we, the IPRO Team think they should implement to improve Operations.

Team Structure

- Improving Efficiency
 - Basel (Cycle Counting Process)
 - Soren (Road-Net System)
 - Kyle (Beer Order Entry Process)
 - June (On Board System)
 - Kiyomi (Hot Shots/Add-on Process)
 - Rob (Receiving/Pack List Process)
- Reducing Mistakes
 - Andrew (Picking Process)
 - Hee (Picking Process)
 - William (Replenishment Process)
 - Rich (Management Reporting)

Team Operation

- Problem-based
 - Identify problems, distribute to team members
 - Increases individual accountability
 - Expected to lead to natural formation of sub-teams as people with similar problems work together

Goals

Overall goal: Identify areas for increased profit or verify areas of current maximization of profit

- Improved efficiency
- Reduced mistakes
- Process map
 - Official process vs. actual process

Progress

- Process maps
 - Official maps: complete
 - Actual maps: require more information
- Reducing mistakes and increasing efficiency
 - Several areas of opportunity have been identified
 - Areas of low opportunity have been eliminated
- Site visits
 - Second visit was recently completed
 - Information is being discussed for verification of actual process maps

Obstacles

- Difficulty of site visits
 - Distance
 - Three shifts – 24 hour operation
 - Time overlap with other classes
 - Solution: sub-teams visits
- Lack of information and experience
 - Solution: Get out there and see it
- Broad scope of problem
 - Solution: Break down task into smaller pieces and divide among team members

Future Challenges

- Analyzing feasibility of solutions
 - Cost and complexity of implementation
- Selling solutions to management
 - Alteration of the client's usual methods

Questions