WHAT IS LEAN?

Lean is absolutely no rocket science. Most of the time it is about applying common sense in a structured manner and empowering people to reach all their potential. The Lean Playbook focuses on standardization and application of 8 Wastes to improve process and productivity; it’s a simple guide to begin the transformation of our business! So Let’s DO IT; DO IT TOGETHER; DO IT AGAIN and AGAIN...
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“Don’t look with your eyes, 
Look with your feet; 
Don’t think with your head, 
Think with your hands”
Taiichi Ohno

**Fast is Easy!**

*Today the speed dominates our world and fast is a synonym of easy. Lean can be done by anyone willing to do it; The LEAN Playbook is a simple guide to get us started in LEAN, it’s a complete cycle that can be repeated AGAIN and AGAIN and AGAIN. It starts with standardization; the standardization of our SOPs and documentation; the foundation that our business needs to simplify our reporting and make us fast or as we say nowadays EASY!*
WHAT IS **8 WASTES?**

**TALENT**
Our people have potential and not utilizing their potential is a waste

**INVENTORY**
Holding inventory (could be resources or information) more than required

**MOTION**
Movement of people that does not add value to the process

**WAITING**
Time spent idling while waiting for materials, resources, information or next step

**TRANSPORTATION**
Unnecessary movement of materials, items, parts and finished goods from one point to another is wasting time and resources.

**DEFECTS**
These are errors and mistakes when work is not performed right the first time.

**OVERPROCESSING**
Extra effort spend in processing that does not add value to the product or service

**OVERPRODUCTION**
Producing more stocks, information or services than customer requirements
1.1 ON-FLOOR ASSESSMENT

**Objectives:**

Identify process inefficiencies by comparing current SOP with actual operation procedures, highlight new process, challenging steps and process changes by utilizing 8 Wastes Assessment Form.

**What’s Needed**

- 8 Wastes Assessment Form
- Standardized SOP
- Open mind

**What is it?**

An assessment form to identify waste(s) in the process

**When to use it?**

During process review

**What to do?**

- Think about what wastes are in the process
- Be open-minded
- Ask questions
- Record wastes
- Take notes

**What NOT to do?**

- Work individually
- Stop thinking
- Assume there is no waste
- Discuss solutions
- Challenge the process directly

**Checklist**

- A pen
- 8 Wastes Assessment Form

**Quick Card**

- 1.1 On-floor Assessment
1.2 POST ON-FLOOR ASSESSMENT

Objectives:
---
Identify and prioritize steps where elimination or waste will create biggest benefit by using Impact Effort Matrix.

What’s Needed
- Completed 8 Wastes Assessment Form
- Preliminary draft of solution
- Impact Effort Matrix
- IT and Account Management Teams
- Wall

QUICK CARD
What is it?
Prioritization tool

When to use it?
After On-floor Assessment

What to do?
- Analyze operation process
- Categorize solutions

What NOT to do?
- Implement change without analysis

Checklist
- Post-its
- A wall
- Impact Effort Matrix (Printed)

Area:
Steps:
1. 
2. 
3. 
4. 

Wastes:

Solutions:

Impact Effort Matrix (Prioritization)
2. SOP FORMAT STANDARDIZATION

Objective
---
Create a document that is straightforward for Lean DC management across the region.
Update the SOP and standardize the format.

What’s Needed
- Visio software
- Current SOP
- New SOP template

Example:

3. Outbound (E-COM)

The objective of this procedure is to dispatching procedure for E-COM order across the regions.

1. Receive shipment order in the system based on the system order type "SAMPLE.COM" to identify it is an E-COM order.
2. Update the route from 99 to L166/L161/L164/L163 for wave creating.
3. Create wave according to courier and allocate orders in system.
4. If short allocated item found, record in the Short Allocated Report.
5. Generate load plan and release wave.
6. Perform Tadsi Manager checking.
7. Tote arrives at packing station from pick area.
8. Operator performs RDT packing. For CN order including hat, insert the item into plastic bag with zipper during packing.
9. Generate the invoice and packing list. Courier looking to nominated courier in web based, generate air way bill.
10. System NIBOL.
11. Handover the shipment to nominated courier.
12. E-COM outbound process completed.

End of Process

What is it?
Standardization tool to build our foundation

When to use it?
Every time a new SOP is required

What to do?

✓ Use the standardized SOP template
✓ Divide the work
✓ Update all SOP at once or set a schedule to do it one by one

Checklist
- SOP with updated format
- Visio chart
- Abbreviation list

What NOT to do?

✗ Deviate from the format
3. SOLUTION IMPLEMENTATION

**What's Needed**
- Action Decision Log (ADL)
- Impact Effort Matrix result

**Objective**
- To set timeline and objectives that will allow us to implement changes fast and effectively based on Impact Effort Matrix.

---

**QUICK CARD**

**What is it?**
Implementation progress tracker

**When to use it?**
During implementation phase to control progress

**What to do?**
- Log or input tasks and objectives
- Identify task owner and support

**What NOT to do?**
- Ignore process control

**Checklist**
- ADL document
- Owner list
- Set up regular meeting
- Impact Effort Matrix result
- Deadlines
- Set improvement target

---

**Sample.com Actions Log (ADL)**

<table>
<thead>
<tr>
<th>Ref</th>
<th>Task</th>
<th>Owner</th>
<th>Due Date</th>
<th>Progress</th>
<th>Status</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sample.com Operations</td>
<td>Owner List</td>
<td>2/21/19</td>
<td>100%</td>
<td>Completed</td>
<td>Log or input tasks and objectives</td>
</tr>
<tr>
<td>2</td>
<td>Action and Decision Log</td>
<td>Owner List</td>
<td>2/21/19</td>
<td>100%</td>
<td>Completed</td>
<td>Identify task owner and support</td>
</tr>
<tr>
<td>3</td>
<td>Impact Effort Matrix result</td>
<td>Owner List</td>
<td>2/21/19</td>
<td>100%</td>
<td>Completed</td>
<td>Ignore process control</td>
</tr>
</tbody>
</table>
4. CUSTOMER ENGAGEMENT

Objective
---

Process improvement / solution implementation where customers input / change is required. It could be conducted as a partnership workshop or an email update.

Inbound & Outbound

QUICK CARD

What is it?
A guideline to share operational challenges and process improvement with customer

When to use it?
Preparing for partnership workshop or during regular update meeting

What to do?
✓ Engage customer
✓ Identify task owner and regularly catch up afterwards

What NOT to do?
✗ Leave it behind for several months

Checklist
- Task owner list
- Updated timeline
- Customer
- PPT template
- Invitation
5. CHANGE MANAGEMENT

What’s Needed
Change request form

Objective
To have robust change management process / control between parties:

Change management control is an important part of our business, if we manage change well, we can eliminate wastes immediately.

QUICK CARD

What is it?
Change management form

What to do?
✓ Fill in the form
✓ Obtain approval

What NOT to do?
✗ Ignore it

When to use it?
Whenever there is change to process and / or cost involved

Checklist
☐ Form
☐ Detail of the change
6. “JUST DO IT AGAIN”
REGULAR IMPROVEMENT PLAN

What’s Needed

- Open mind
- Motivation
- Regular timeline
- Positive mindset

Objective
---
Set up regular follow up or review schedule. Do it again and refer to step 1 or 2

What is it?
A reminder to continue to change

When to use it?
Daily / weekly / monthly

Quick Card

Checklist
- ADL
- Division of work
- Review schedule

What to do?
- Refer to guideline
- Ask questions
- Monitor process
- Update process change

What NOT to do?
- Stop changing
- Stop process improvement
- Stop customer engagement
Q1: HOW TO PRESENT PROCESS IMPROVEMENT SOLUTION TO CUSTOMER?
A1: The format of the presentation could be:

- **Introduction**
- Step 1: Inbound and Putaway
- Solution for Inbound and Putaway
- Step 2
- Solution for step 2
- Step 3
- Solution for step 3
- Q&A

Q2: HOW TO USE THE 8 WASTES OFA FORM?
1. Copy SOP steps to the form
2. Bring it to the floor and observe, identify what are the wastes are and tick the appropriate one
3. Take notes

---

Copy Steps from SOP  
Take Note  
“✓” Where appropriate
Q3: What is TALENT waste?
- Employee’s skills doesn’t not match the job they are doing
- Inadequate training for employees

Q4: What is INVENTORY waste?
- Out-dated documents
- Excessive office supplies

Q5: What is MOTION waste?
- Operator searching for missing tools (RDT, trolley, tapes, etc.)
- Poor facility layout that require longer walking distant to complete a task/order
- Printer/other equipment are not conveniently located

Q6: What is WAITING waste?
- Long system respond time
- Waiting for customer’s approval to finalize a transaction in WMS

Q7: What is TRANSPORTATION waste?
- Operators move inventory between different locations in the DC
- Traveling between different offices for meeting/conference

Q8: What is DEFECTS waste?
- Products are shipped to wrong address
- Data entry errors

Q9: What is OVERPROCESSING waste?
- Include unnecessary data in a report
- Additional inspection to detect errors

Q10: What is OVERPRODUCTION waste?
- Produce a report that no one reads or needs
- Huge meals in restaurants
Q11: What are the specific roles and responsibilities of different parties (Account Management, Operation Management, IT Team, Customer) in process?

<table>
<thead>
<tr>
<th>Roles and responsibilities</th>
<th>Operation team</th>
<th>Account management Team</th>
<th>IT Team</th>
<th>Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. SOP standardization</td>
<td>PIC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. On-floor assessment</td>
<td>PIC</td>
<td>Support Operation Team if there is any question related to customer</td>
<td>Support Operation Team if there is any question related to IT solution</td>
<td></td>
</tr>
<tr>
<td>3. Solution implementation</td>
<td>PIC</td>
<td>Communicate with customer when Operation team need their support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Customer engagement</td>
<td>PIC or support the presentation</td>
<td>PIC or support the presentation</td>
<td></td>
<td>Support solution implementation when necessary</td>
</tr>
<tr>
<td>5. Change management</td>
<td>PIC</td>
<td>Communicate with customer</td>
<td></td>
<td>Acknowledge the changes</td>
</tr>
<tr>
<td>6. Regular improvement plan</td>
<td>PIC</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q12: How to communicate with customer by using PowerPoint?

1. Prepare a content page of the PPT

Example:

<table>
<thead>
<tr>
<th>AGENDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>3</td>
</tr>
</tbody>
</table>

2. Insert SOP into the slide and separate them into different stages. Indicate new steps, challenging steps

Example:
3. Write down what LFL will do to improve the operation and how customer can support

Example:

<table>
<thead>
<tr>
<th>CURRENT CHALLENGES AND OUR ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOP Challenging Steps</strong></td>
</tr>
<tr>
<td>Update PO Information in WMS and populate PO</td>
</tr>
<tr>
<td>Update COO</td>
</tr>
<tr>
<td>Inform LULU if large discrepancy</td>
</tr>
<tr>
<td>Update ASN if received quantity and conduct receive adjustment for unexpected SKU / excess quantity</td>
</tr>
<tr>
<td>Outbound</td>
</tr>
</tbody>
</table>
Standard Operating Procedures

Operations
# Amendment History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>SOP / Appendix</th>
<th>User</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>V1.0</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
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1. Category

<table>
<thead>
<tr>
<th>Name of category</th>
</tr>
</thead>
<tbody>
<tr>
<td>The objective of this procedure is to ......</td>
</tr>
</tbody>
</table>

To summarize the overall objective procedure.
E.g. The objective of this procedure is to receive products to the system and put away to the system recognizable locations.

Detail work flow in point form within one page.
Appendix:

DEFINATION / ABBREVIATION

Definition of short-form
E.g. ASN: Advance Shipment Notification
# Appendix 2: 8 Wastes On-Floor Assessment Form

## 8 WASTES – PROCESS IMPROVEMENT ASSESSMENT FORM

<table>
<thead>
<tr>
<th>AREA:</th>
<th>TALENT</th>
<th>INVENTORY</th>
<th>MOTION</th>
<th>WAITING</th>
<th>TRANSPORTATION</th>
<th>DEFECTS</th>
<th>OVERPROCESSING</th>
<th>OVERPRODUCTION</th>
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</thead>
<tbody>
<tr>
<td>PROCESSES STEP</td>
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</tr>
</tbody>
</table>
Appendix 3: PPT Slide Sample (.ppt format provided separately)
TEAM INTRODUCTION

INBOUND & PUTAWAY
### Inbound & Putaway

#### SOP Review - Current Process Flow

<table>
<thead>
<tr>
<th>Before arrival</th>
<th>After arrival</th>
<th>Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insert procedure one by one</td>
<td>Put a yellow box around it if it is not motioned in old SOP</td>
<td>Put a grey box around it if it is a temporary step</td>
</tr>
<tr>
<td></td>
<td>Put a blue box around it if sequences changed</td>
<td>Put a star next to it if it is a challenging step</td>
</tr>
</tbody>
</table>

### Inbound & Putaway

#### Current Challenges and Our Action

<table>
<thead>
<tr>
<th>SOP Challenging Steps</th>
<th>Challenges</th>
<th>LFL will.......</th>
<th>Customer can.......</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy challenging steps from previous slide</td>
<td>Indicate the specific challenge</td>
<td>Write down what we will do internally to improve it</td>
<td>Write down what we support we need from customer</td>
</tr>
</tbody>
</table>

[Diagram and table showing process flow and challenges]
Q&A
## Appendix 4: Change request form

### INITIATOR - GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Change Request #</th>
<th>Input DC Name and number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiator Name</td>
<td></td>
</tr>
<tr>
<td>Brief Description of Request</td>
<td></td>
</tr>
<tr>
<td>Date Submitted</td>
<td></td>
</tr>
<tr>
<td>Date Required</td>
<td></td>
</tr>
<tr>
<td>Priority</td>
<td>☐ Low ☐ Medium ☐ High ☐ Mandatory</td>
</tr>
<tr>
<td>Reason for Change</td>
<td></td>
</tr>
<tr>
<td>Expected Impacts</td>
<td></td>
</tr>
<tr>
<td>Assumptions and Notes</td>
<td></td>
</tr>
</tbody>
</table>

### Attachments or References

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

### COST

<table>
<thead>
<tr>
<th>Investigator Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact</td>
<td></td>
</tr>
<tr>
<td>- HR/ Man-Hour</td>
<td></td>
</tr>
<tr>
<td>- Material</td>
<td></td>
</tr>
<tr>
<td>- Production Schedule</td>
<td></td>
</tr>
<tr>
<td>- Others</td>
<td></td>
</tr>
</tbody>
</table>

### Comments

### Recommendations

### CHANGE CONTROL BOARD - DECISION

<table>
<thead>
<tr>
<th>Decision</th>
<th>☐ Approved ☐ Approved w/Conditions ☐ Rejected ☐ More Info</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision Date / Signature</td>
<td></td>
</tr>
<tr>
<td>Decision Explanation</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 5: Quick Cards – Print and Carry for Easy Reference!

1.1 On-flooor Assessment
QUICK CARD
What is it?
An assessment form to identify waste(s) in the process
When to use it?
During process review
What to do?
✓ Think about what wastes are in the process
✓ Be open-minded
✓ Ask questions
✓ Record wastes
✓ Take notes
What NOT to do?
× Work individually
× Stop thinking
× Assume there is no waste
× Discuss solutions
× Challenge the process directly
Checklist
☐ A pen
☐ 8 Wastes Assessment Form

1.2 Post On-flooor Assessment
QUICK CARD
What is it?
Prioritization tool
When to use it?
After On-flooor Assessment
What to do?
✓ Analyze operation process
✓ Categorize solutions
What NOT to do?
× Implement change without analysis
Checklist
☐ Post-it
☐ A wall
☐ Impact Effort Matrix (Printed)

2. SOP Format Standardization
QUICK CARD
What is it?
Standardization tool to build our foundation
When to use it?
Every time a new SOP is required
What to do?
✓ Use the standardized SOP template
✓ Divide the work
✓ Update all SOP at once or set a schedule to do it one by one
What NOT to do?
× Deviate from the format
Checklist
☐ SOP with updated format
☐ Visio chart
☐ Abbreviation list

3. Solution Implementation
QUICK CARD
What is it?
Implementation progress tracker
When to use it?
During implementation phase to control progress
What to do?
✓ Log or input tasks or objectives
✓ Identify task owner and support
What NOT to do?
× Ignore process control
Checklist
☐ ADI document
☐ Owner list
☐ Set up regular meeting
☐ Impact Effort Matrix result
☐ Deadlines
☐ Set improvement target

4. Customer Engagement
QUICK CARD
What is it?
A guideline to share operational challenges and process improvement with customer
When to use it?
Preparing for partnership workshop or during regular update meeting
What to do?
✓ Engage customer
✓ Identify task owner and regularly catch up afterwards
✓ Provide regular update
What NOT to do?
× Leave it behind for several months
Checklist
☐ Task owner list
☐ Update timeline
☐ Customer
☐ PPT template
☐ Invitation

5. Change Management
QUICK CARD
What is it?
Change management form
When to use it?
Whenever there is change to process and/or cost involved
What to do?
✓ Fill in the form
✓ Obtain approval
What NOT to do?
× Ignore it
Checklist
☐ Form
☐ Detail of the change
6. Regular Improvement Plan

QUICK CARD

What is it?
A reminder to continue to change

When to use it?
Daily / weekly / monthly

What to do?
✓ Refer to guideline
✓ Ask questions
✓ Monitor process
✓ Update process
✓ Change

What NOT to do?
✗ Stop changing
✗ Stop process improvement
✗ Stop customer engagement

Checklist
☐ ADL
☐ Division of work
☐ Review schedule
Credits

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