



A3 Strategy Deployment Links The Lean Manufacturing Initiative From The Boardroom To The Factory Floor

We Are The Performance Company!

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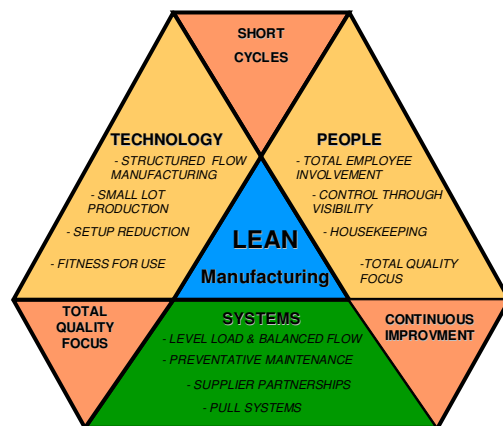
Virtually all of Buker, Inc. client companies are engaged in pursuing Best in Class performance through the implementation of Lean Manufacturing practices. Linking a company's senior leadership strategic direction to the execution throughout the organization is the use of strategy deployment and A3 planning and execution.

Lean Manufacturing

The Lean Manufacturing model consists of the integration of twelve (12) elements with the strategic and philosophical purpose of creating a:

- 1) Responsive business environment
- 2) Capability for rapid improvement
- 3) Careful application of company resources

LEAN MANUFACTURING



This strategic purpose or “True North” is the magnetic pull or business direction defined by senior leadership thru the implementation of “Lean” principles to achieve a competitive advantage and create value for the customer.

A3 Purpose

A3 is a storytelling approach to planning and execution. A3 utilizes one page (11” X 17”) to express the plan and helps a department or area clarify objectives, get aligned and get focused.

For the implementation of Lean principles into an area the A3 storyboard is utilized to depict a strategy theme. This one page storyboard has an intuitive flow with the intent of communicating area strategic objectives tied to the company's “True North” business strategy. The storyboard flow states area objectives, current plans, monitoring of the plan thru defined operating metrics and unresolved issues with actions required.

A3 STORYBOARD

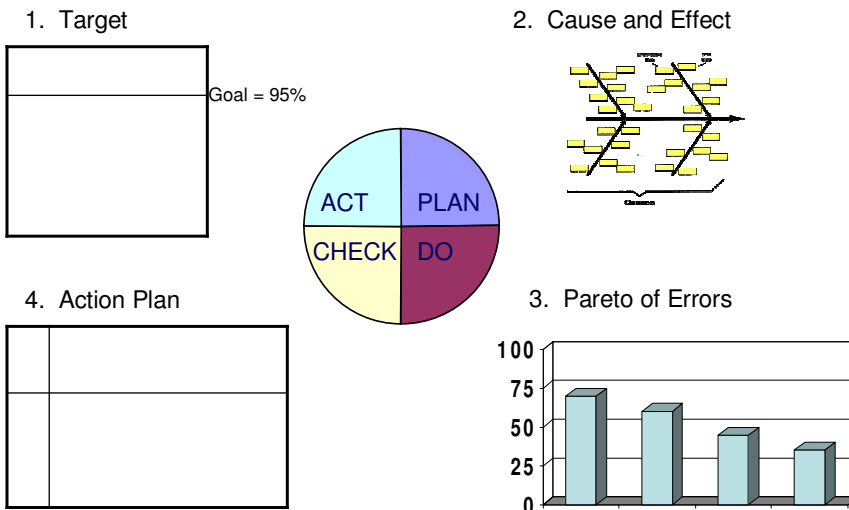
- One Page Storyboard
- Intuitive Flow

STRATEGY THEME	
<input type="checkbox"/> STRATEGIC OBJECTIVES <input type="checkbox"/> WHAT'S THE HISTORY?	<input type="checkbox"/> ACTION PLAN TO ACHIEVE THE OBJECTIVES
<input type="checkbox"/> LAST YEAR'S ACTIONS <input type="checkbox"/> WHAT WORKED <input type="checkbox"/> WHAT DID NOT WORK?	<input type="checkbox"/> UNRESOLVED ISSUES <input type="checkbox"/> HELP REQUIRED
<input type="checkbox"/> WHAT IS REQUIRED TO ACHIEVE THIS YEAR'S OBJECTIVES <input type="checkbox"/> BENEFITS OF THESE ACTIONS	

Plan – Do – Check – Act

The A3 concept is based upon Dr. W. Edwards Deming's scientific method of Plan – Do – Check – Act. This improvement methodology was to promote constant interaction between departments/areas and improve quality consciousness. For example, Plan – Product Design, Do – Production, Check – Sales to confirm the customer is satisfied and Act – research and customer feedback to improve product and process.

PLAN – DO – CHECK - ACT



This strategy deployment model helps (Step 1) define the gap between current performance and the stated target performance level. Step 2 encourages brainstorming and problem solving. Step 3 helps prioritize possible causes and Step 4 the creation of an action plan.

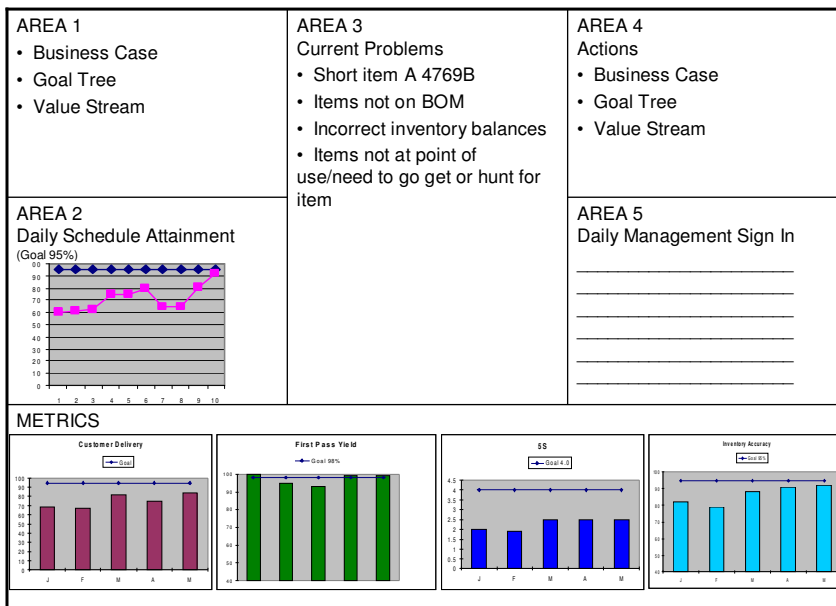
A3 Template

The A3 template:

- 1) Summarizes strategy
- 2) Highlights critical needs and gaps
- 3) Outlines the action plan
- 4) Documents unresolved issues
- 5) Reviewed daily at the “Gemba Walk/Board Walk”

Companies attempting to drive Lean principles to the factory floor and drive alignment to the strategy employ a daily “Gemba Walk” or “Board Walk” to each factory value stream. This is a 15 minute review by the value stream management of yesterday’s performance, issues and actions.

Gas Analyzer Value Stream



The A3 planning and execution process creates a shared understanding for all floor associates by value stream of the strategic and philosophical purpose (True North) for the overall company. It provides an ability to develop, deploy and monitor the plan, solve problems and get results.