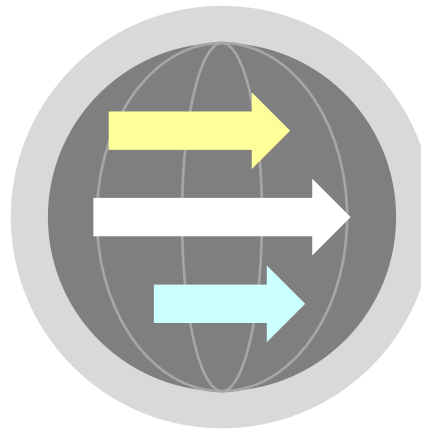

Continuous Improvement Toolkit

IMPROVEMENT ROADMAP



IMPROVEMENT ROADMAP

Our long-term continuous improvement effort can be **complicated** and a never-ending journey.



IMPROVEMENT ROADMAP

A **map** can always be helpful in such situations to find the destinations and plan the best routes!

A map is used to understand where we are now, and then helps finding the simplest and fastest way to reach our targets.



IMPROVEMENT ROADMAP

A **business road map** is a map that displays business-related information rather than natural geographical information.

There are several different types of roadmaps a business can use including: product, marketing, project, customer experience, change, and improvement roadmaps.



IMPROVEMENT ROADMAP

An **improvement roadmap** is an approach used to achieve improvement.

It is used to guide through the implementation of a long-term transformation journey.



IMPROVEMENT ROADMAP

Helps **understanding** where you are now and where you want to go.



It is important that the **destination** is clear enough and attainable

IMPROVEMENT ROADMAP

Often used to summarize the **strategic plan** in a comprehensive and integrated manner.

Also used in change management and organizational development projects.



IMPROVEMENT ROADMAP

BENEFITS

Provides an insight toward continuous improvement.



Illustrates the best possible routes to reach the destination.



Indicates if you are in the correct way at the right time.



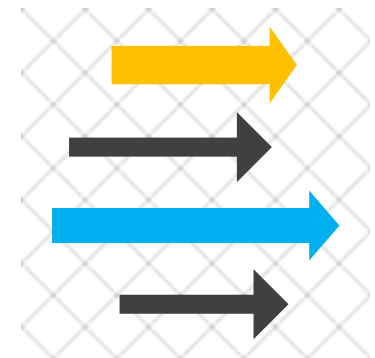
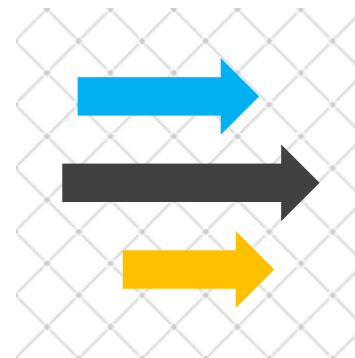
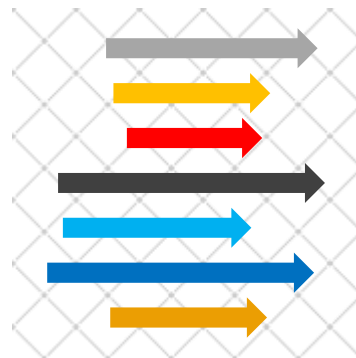
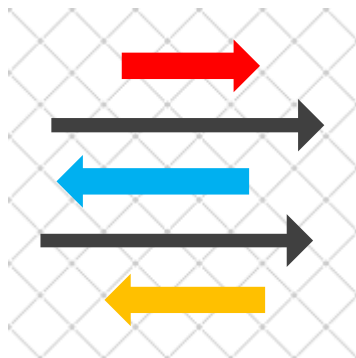
Ensures everybody is moving forward towards the same goal.



IMPROVEMENT ROADMAP

There are **many ways** to construct improvement roadmaps, some are long and complicated.

Improvement roadmaps should be simple to create and easy to follow.



IMPROVEMENT ROADMAP

A good improvement roadmap **should** answer:

Where are you now and where you want to be?

What do you have to do in sequence to be there?

What is the **time** needed to reach your goals?

What are the alternative **routes**, if applicable?

What **metrics** are useful to assess the progress against the established goals?



IMPROVEMENT ROADMAP

A good improvement roadmap tries to **avoid** answering:

How will you do it?

Who will do what?

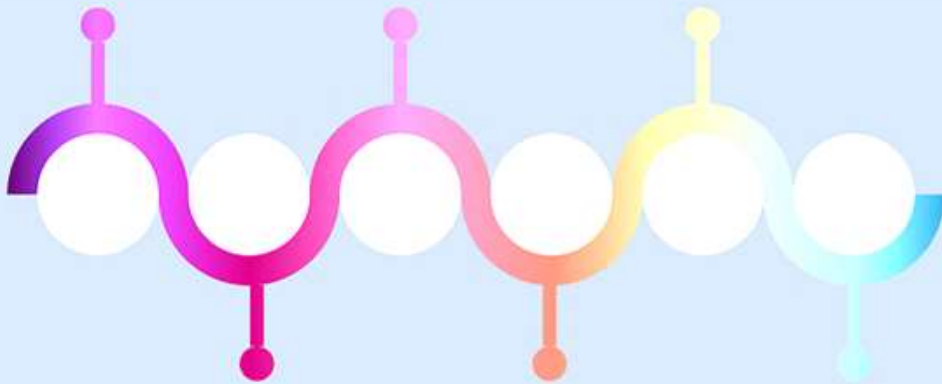
How will you measure the achievement?

What are the detailed activities?



IMPROVEMENT ROADMAP

- ▶ An improvement roadmap is normally presented on **one** sheet of paper.
- ▶ You may present it in a **timeline** or a **milestone** format (or simply in a table or matrix).



IMPROVEMENT ROADMAP



1



2



3



4

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

The simplest format contains four sections

IMPROVEMENT ROADMAP

Improvement Roadmap Template

1

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

The focus areas

These are the **categories** where you want to organize your goals such as leadership style or the problem-solving capabilities within your team

IMPROVEMENT ROADMAP

Improvement Roadmap Template

2

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

Indicates the starting point of the journey for each category

You should **understand** the current condition in order to improve

IMPROVEMENT ROADMAP

Improvement Roadmap Template

3

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

What you need to do in each improvement category and when

Set up the milestones that will eventually get you to your destination

IMPROVEMENT ROADMAP

Improvement Roadmap Template

3

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

Each cell can be considered a project or sub-project for which you have to create an action plan

The milestones or intermediate targets that will ensure you are on the right road and route (should be measurable)

IMPROVEMENT ROADMAP

Improvement Roadmap Template

3

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

The final stage of the roadmap should clearly define the destination for each improvement goal

This represents the end of your journey and the achievement of the improvement goal

IMPROVEMENT ROADMAP

Improvement Roadmap Template

4

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

Allows to monitor performance and assess progress against baseline plans

Performance metrics should be established and reviewed on a regular basis

IMPROVEMENT ROADMAP

Improvement Roadmap Template

1	2	3	3	4	
Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics
<p>The focus areas</p>	<p>Indicates the starting point of the journey for each category</p>	<p>What you need to do for each improvement category and when</p>		<p>Allows to monitor performance and assess progress against baseline plans</p>	
	<p>Each can be considered a project for which you have to create an action plan</p>				

IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

With your team, present the topic and define the **purpose** of the improvement roadmap

What kind of improvement roadmap are you looking for and what will you use it for?



IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

Establish the **categories** or dimensions in which you want to set your improvement goals

Use categories such as customer, quality, cost, delivery, process, people, leadership, infrastructure, environment, etc.



IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

Analyze the **current situation** and where you want to be in the next two or three years

Use tools such as VOC analysis, SWOT analysis and performance analysis



IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

Set **improvement goals**, milestones and intermediate targets that will help ensure you are on the right road and route

Your improvement goals can be anything as long as they are SMART

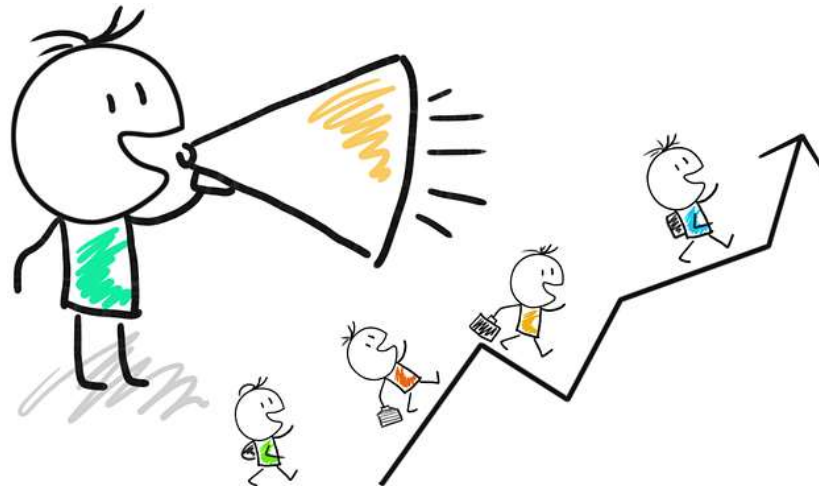


IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

Establish **performance metrics** for each improvement category

They should provide a clear picture of the overall performance and progress, and allow management to take appropriate actions to move towards the desired destination

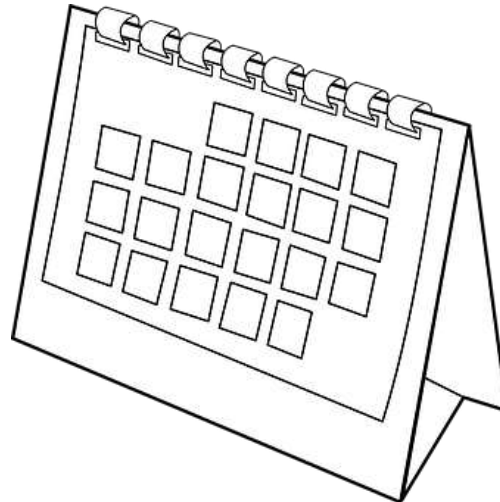


IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

Initiate **improvement projects** and action plans to help you achieve improvement goals

Establish ownership and engagement by the entire team including management



IMPROVEMENT ROADMAP

How to Construct an Improvement Roadmap

Implement the improvement projects and action plans and apply ongoing measurement

Change the routes as needed throughout your journey keeping the destination in mind

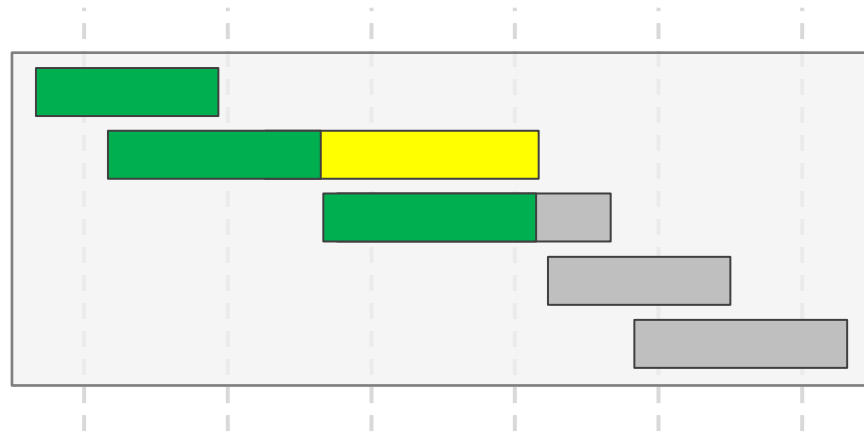


IMPROVEMENT ROADMAP

Action Plans

After setting your goals and creating the roadmap, action plans shall be created.

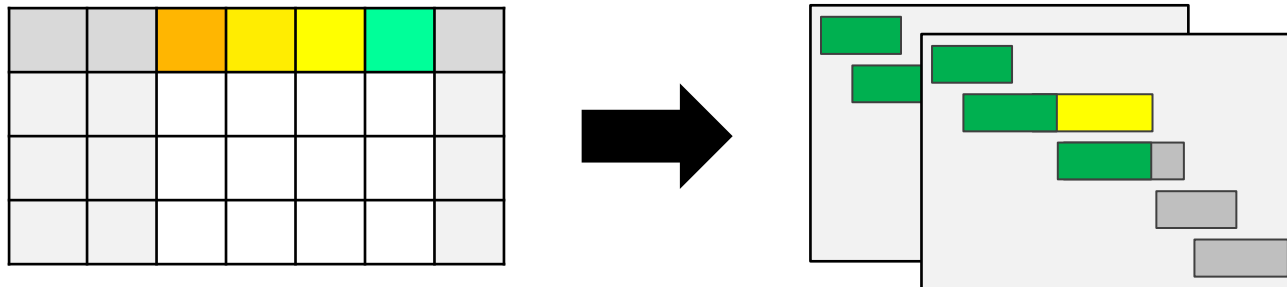
They help breaking down big goals into smaller and workable activities, detailing what is needed to be done.



IMPROVEMENT ROADMAP

Action Plans

An action plan should be created for each identified improvement project, or for the overall improvement category.



IMPROVEMENT ROADMAP

A good action plan . . .

Outlines all activities and their order

Outlines time periods

Outlines responsibilities

Identifies issues, obstacles, and where to focus efforts for greater impact



IMPROVEMENT ROADMAP

What is the difference?

A Roadmap

What we want to do . . .

An Action Plan

How we want to do it . . .



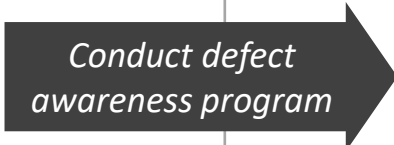
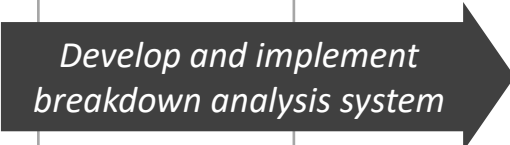
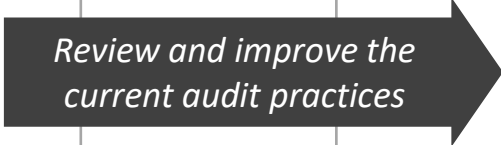
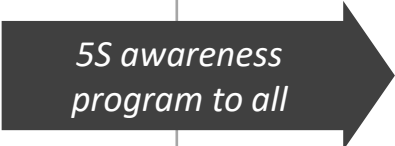

IMPROVEMENT ROADMAP

Manufacturing Example – Goal Oriented

Improvement categories	Where we are now	Where we want to be in 6 months	Where we want to be in 12 months	Where we want to be in 18 months	Where we want to be in 24 months	Metrics
Spoilage reduction	Spoilage rate is too high (>8%)	Defect awareness program to all	Breakdown analysis system in place	Spoilage rate less than 5%	Spoilage rate less than 3%	Spoilage rate
Internal audit development	Internal audit results are less than 60%	Current audit practices reviewed and improved	Audit system covers all functional areas	Audit score above 80%	Audit score above 90%	Audit score
Workplace organization improvement	Poor workplace organization (> 55%)	5S awareness program to all	5S procedures and practices in place	5S audit score above 75%	5S audit score above 85%	5S audit score

IMPROVEMENT ROADMAP

Manufacturing Example – Action Oriented

Improvement categories	Where we are now	Where we want to be in 6 months	Where we want to be in 12 months	Where we want to be in 18 months	Where we want to be in 24 months	Metrics
Spoilage reduction	Spoilage rate is too high (>8%)					Spoilage rate
Internal Audit development	Internal audit results are less than 60%					Audit score
Workplace organization improvement	Poor workplace organization (> 55%)					5S audit score

IMPROVEMENT ROADMAP

Non-Operational Functions

Improvement categories	Where we are now	Where we want to be after the 1 st quarter	Where we want to be after the 2 nd quarter	Where we want to be after the 3 rd quarter	Where we want to be after the 4 th quarter	Metrics
Teamwork and collaboration in the workplace	Workforce skill level is poor (>33%)	Self-directed work teams in all functions	Work teams are responsible for decision making	15 minutes daily meeting for problem-solving	Discussion of the KPIs in a monthly review meeting	Workforce skill level
Customer complaints	# of customer complaints are higher than industry standards	All customer complaints are coded per type and category	Teams analyze the causes of major complaints	Efforts are being made to reduce the number of complaints	Standards are updated to meet the changing customer requirements	# of customer complaints Customer satisfaction index

IMPROVEMENT ROADMAP

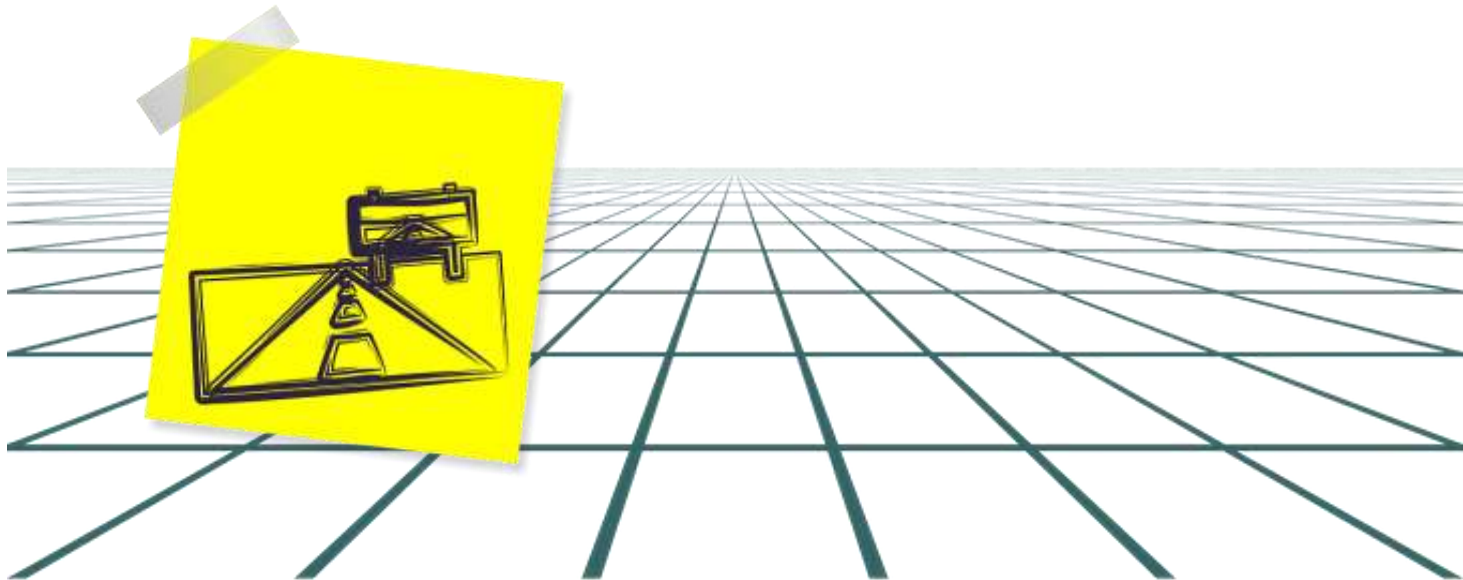
Shipping and Warehouse Example

Improvement categories	Where we are now	Where we want to be in 3 months	Where we want to be in 6 months	Where we want to be in 9 months	Where we want to be in 12 months	Metrics
Warehouse and shipping reports	The team is spending 2 to 3 hrs. every day preparing the stock, export, local daily reports	A new and simpler stock report and charts are created to easier convey stock information	The scrap and W/H reports are simplified to match the new stock report	All obsolete and old worksheets are no longer exist (restructure the filing system)	The export and local reports are generated automatically from the JD Eduard's	Hours spent on daily reports
Warehouse and shipping efficiency	The operational efficiency and daily shipping records are lower than capabilities	The 3rd ramp is fixed to improve loading efficiency (\$\$)	A log file is in place to enforce QC and production to log isolated & returned pallets from and to the W/H	A mechanism of sharing records is in place to motivate forklift drivers to achieve higher shipping records	A new forklift is bought to improve loading efficiency (\$\$)	# of shipped products
Warehouse and shipping manual	The manual needs a lot of modifications to reflects what is going on the ground	SOPs are reviewed and amended as required with QC support	SOPs are translated into local languages	SOPs are simplified in flowchart format	SOPs of the parent company published on SharePoint are implemented	# of SOPs updated and implemented
Team building	The team needs trust building and empowerment	An idea system is in place improve recognition and engagement	All supervisors are given a refresh supervision training	A new forklift driver is hired and trained (\$\$)	The department is structured based on the skill matrix	# of trainings provided and # of ideas suggested

IMPROVEMENT ROADMAP

Further Information

All improvement roadmaps are in fact **continuous improvement roadmaps** as everything that we do or have done is never perfect.



IMPROVEMENT ROADMAP

Further Information

You may show **alternate routes** to get where you want to go faster, easier and more effective.



IMPROVEMENT ROADMAP

Further Information

A perfect improvement roadmap should have elements related to **cultural change** along with other categories to enable sustainable continuous improvement.



IMPROVEMENT ROADMAP

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