

Doing the Right Stuff Right
Interview Results

Interview	Q1: Most Valuable Activities	Q2: Activities with Unclear/Indirect Value	Q3: Problematic Cross Functional Activities	Q4: Activity to Stop Doing	Q5: Top Activity to Improve
Interviewee #1	<ol style="list-style-type: none"> 1. Replenishing raw materials from approx. 40 vendors/1500 items 2. Coordinating and prioritizing shipments from Direct Moulding 3. Developing purchasing and product strategies with Kent 	<ol style="list-style-type: none"> 1. Creating purchase orders for items that have already been ordered and received to satisfy accounting requirements. 2. Copying, pasting, and sometimes converting my inventory counts onto separate spreadsheet for accounting (approx. 12 times in a three week cycle). I then assist Tracy with reconciling discrepancies. 3. Conducting inventory counts and creating purchase orders for accounting. 29 product categories are counted every three weeks for art and framing products (but not for other divisions) 	<ol style="list-style-type: none"> 1. Physical counting of on hand raw materials - Jon has started to count himself since he has been unable to obtain timely and/or accurate counts from others. 2. Framers claiming that a moulding is out of stock when the bin is empty but there is inventory stored in another place 3. Cal Closet Designers changing their design trends making demand and associated purchasing less predictable 	<p>* Placing orders impacted by unpaid vendor balances and then getting caught in the middle of accountings efforts to get the vendor paid. Lots of unnecessary time and emails exchanged between me accounting and vendors when in reality we always pay (often with credit card).</p>	<p>* Create a more predictable demand for Cal Closet materials by reduce options or shift more material to special order category to allow greater lead times</p>
Interviewee #15	<ol style="list-style-type: none"> 1. Planning the fabrication and installation of Sliding Door jobs (including redo's/go backs) 2. Scheduling of Cal Closet job installations (including redo's and go backs) 3. Monitoring raw materials for Sliding Door and Cal Closet jobs to ensure orders can be fulfilled 	<ol style="list-style-type: none"> 1. Posting production data on white board in the factory -not sure who this is being done for and how valuable it is (EWL is not updating) 	<ol style="list-style-type: none"> 1. Sales contracts and associated details for Sliding Door jobs are not always clearly defined 2. Fabrication - mistakes on the cut sheet are not discovered until installation 3. Installation - Sliding Door external contractors have their own schedules (e.g., other jobs) that cause conflicts with scheduling. Post installation feedback is not always provided by installers causing delays in addressing and scheduling go backs. 4. Issue resolution - we sometimes call multiple people for the same issue causing inefficiency and lack of coordination. 	<p>* Reminding people to do what they are supposed to do - balls are dropped due to mis-communication and lack of organization skills</p>	<p>* Improve the quality of our raw materials (e.g., chips in melamine) and institute quality check on finished products.</p>