

Date: March 4, 2022

To,

Bill Nixon,  
Sr. Business Analyst,  
Conestoga College,  
Kitchener, ON

Subject- Regarding the Project 2 – Final Solution Team Report

Respected Mr. Nixon,

I hope you are doing well. I am Mayurkumar Rafaliya, the Project Manager of Team G. I am writing this letter regarding the project management documents created in project 2 for developing the TrackR AS-IS and TO-BE model for OHT. The following are a few essential documents created for the Project 2 Project Management Documents deliverable:

- Client Background
- Project Scope
- Tools and Techniques
- AS-IS Excel workbook

It would be a great honor for us if you could review the documentation and provide your valuable feedback, which would guide us for future analysis. I look forward to hearing from you soon.

Regards,

Mayurkumar Rafaliya  
(Project Manager)



# Final Solution Team Report

Project 2

## **Team G**

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## 1. DOCUMENT HISTORY CHART

S.NO	REVISED DATE	DOCUMENT NAME	PERFORMED BY	ACTION
1	4/1/2022	Cover Letter	Jigeesha Kocher	Created Cover letter
2	3/31/2022	Client Background	Anusha Asokan Palat	Researched and created client background
3	4/1/2022	Project Scope	Jigeesha Kocher	Created project scope
4	3/29/2022	Tools and Techniques	Jigeesha Kocher Chaitanya Keesari Cathleen Mathew Mundat	Researched and came up with use case diagram, pseudocode, process diagram and Cockburn chart
5	3/31/2022	Involved Persons/Roles/Actors/Stakeholders	Anusha Asokan Palat	Created list of stakeholders
6	3/31/2022	RACI Matrix	Prajwal Nayak	Created RACI in excel
7	3/31/2022	As-Is Principles or Key Metrics	Anusha Asokan Palat	Mentioned As-Is metrics
8	3/3/2022	Gantt Chart	Prajwal Nayak	Created the Gantt chart according to the data
9	4/1/2022	Risk Mitigation List	Mayurkumar Rafaliya Prajwal Nayak Cathleen Mathew Mundat Anusha Asokan Palat	Identified and determined the risk mitigation list
10	3/31/2022	Known Client Needs and Requirements	Anusha Asokan Palat Mayurkumar Rafaliya	Determined and created list of needs
11	4/1/2022	AS-IS Excel Sheet and Calculations for TrackR manufacturing	Mayurkumar Rafaliya Prajwal Nayak Cathleen Mathew Mundat Anusha Asokan Palat	Prepared AS-IS sheet and did all calculations related to process.
12	3/4/2022	Final Review of Document	Team G	Reviewed the document

## 2.Executive Summary

Through this project, OHT's production process is analyzed, and a financial model is created to further investigate the process and create an efficient model to enhance the organization's financial performance. Also, the Lead Hand's safety concerns about the factory layout are considered, and a restructured factory layout is to be developed eventually. The current financial model is designed with several factors like staffing and labor utilization, TrackR assembly process, components picking, daily production data, wholesale price, and profit and loss calculations. Further, an efficient financial excel model is built according to the restructured factory layout. A few factors are to be modified and updated in the model to improve the financial performance in the OHT's production process.

## 3.CLIENT BACKGROUND

### History and Background of OHT:

Oury Health Tech Ltd (OHT), a business-to-business organization, started its business in January 1998, selling medical equipment to the local medical clinic. The CEO of the company is Billy Bob. The organization is planning to expand in the future; currently, they have six executives working under multiple departments with 100 employees.

Later, OHT developed TrackR, a wearable fitness monitor with the application, in February 2017 to enhance its business. The projected sales numbers for TrackR were about 5,000 a month. Currently, the organization manufactures three different types of TrackRs: TrackR A, TrackR B, and TrackR C. From February 2017 to June 2019, the organization has sold 134,338 TrackRs, with the sum of invoice items \$ 19,344,360.00 cad, where the total cost of production is \$ 15,924,160.00 cad. Also, the total product returns amount for the company is \$ -1,463,797.00 cad. In July 2018, a major retailer, big Box, returned 7,000 TrackRs due to complaints about TrackR's application.

Eventually, in December 2018, the company announced the potential bankruptcy in the upcoming two years. The organization now requires three vital suggestions on re-organizing their present manufacturing process to achieve financial breakeven at least. The Business Analysts are to develop an AS-IS model and eventually a To-Be model of the TrackR to help OHT identify the flaws and restructure the manufacturing process.

More details about client background can be checked in the attached file with filename:

1. OHT Timeline Phase 1 210507
2. OHT Master Document 01 - Introduction 210507
3. OHT Org Chart as of 2018July – 210530
4. P2 OHT Needs 21May07
5. P2 Prodn Team Deliverables 21May07

#### 4. List of the involved persons / roles / actors / stakeholders

The following table displays the people involved in their roles/ actors /stakeholders.

ID.No.	Involved Persons	Role/Actors	Description
1	Billy Bob	CEO	Client/ Stakeholder
2	Manufacturing VP	Vice President	Client/ Stakeholder
3	Human Resource VP	Vice President	Client / Stakeholder
4	Finance VP	Vice President	Client / Stakeholder
5	Facilities VP	Vice President	Client / Stakeholder
6	Marketing VP	Vice President	Client / Stakeholder
7	IT VP	Vice President	Client / Stakeholder
8	Tracker's Customers	Customer	Stakeholder
9	Medical Imaging's Customers	Customer	Stakeholder
10	Team Members	Assemblers	Stakeholder
11	Team Members	Lead Hand	Stakeholder
12	Team Members	Maintenance workers	Stakeholder
13	Team Members	Shift/Maintenance Manager	Stakeholder
14	Team Members	Quality control tech	Stakeholder
15	Team Members	Product and Process designers	Stakeholder
16	Team Members	Purchasing Agents	Stakeholder
17	Team Members	Shippers/Receiver	Stakeholder
18	Team Members	Human Resource	Stakeholder
19	Production VP	Plant Manager	Stakeholder

#### List of current business challenges of OHT

The following table lists the present challenges faced by OHT.

ID.No	Current Business Challenges	Description
1	Lack of guidance	The company needs guidance on Six Sigma philosophy and techniques.
2	Production Issues	The organization is facing issues in the production of TrackR due to an unorganized manufacturing system.
3	Fiscal Breakeven not achieved	The organization has not achieved the financial breakeven point.
4	Unorganized manufacturing process	The manufacturing process in the organization is not organized, which causes production issues.
5	Lack of Health and Safety	The company faces some concerns regarding health and safety under environmental change.

### The brand(s) involved, and their current statuses

The following list shows the brands, competitors, and suppliers involved in wearable fitness monitor sales and OHT and their status.

S.No	Brands/Competitors	2019 Sales	Current Status
1	Apple	\$1,07,00,000	Competitor
2	BBK	\$31,00,000	Competitor
3	Fitbit	\$2,40,00,000	Competitor
4	Garmin	\$61,00,000	Competitor
5	Jawbone	\$15,25,000	Competitor
6	Nike	\$0	Competitor
7	OHT	\$26,100	Competitor
8	Other	\$3,60,00,000	Competitor
9	Samsung	\$50,00,000	Competitor
10	TomTom	\$10,00,000	Competitor
11	Xiaomi	\$1,87,00,000	Competitor

S.No	OHT Organization	Current Status
2	OHT TrackR	Business
3	OHT Medical Imaging	Business
4	TrackR Customers	End Users
5	Medical Imaging Customers	End Users

S.No	Current Suppliers
1	Samsung
2	life.augmented
3	American Vanadium
4	Banda.com
5	bluegiga
6	Qualcomm

### Gifts, Skills, Concerns, and Attitudes

Please refer to the 'Staff Attitude Survey Results 190327' document attached with the report to learn more about the staff's gifts, skills, concerns, and attitudes.

### The AS-IS Principles or Key Metrics of OHT

The below table shows the AS-IS principles followed in OHT under their various business.

ID. NO	AS-IS Principles	Business
1	Increase production performance	TrackR

<b>2</b>	Increase in sales quantity	TrackR
<b>3</b>	Achieve financial breakeven	TrackR
<b>4</b>	Enhance health and safety	TrackR
<b>5</b>	Improve cashflow	TrackR
<b>6</b>	Change staff payrates	TrackR
<b>7</b>	One person picks all the components and then assembles one TrackR	TrackR
<b>8</b>	Maintenance Worker will replenish the parts in the replacement shelves	TrackR
<b>9</b>	Lead Hand oversees the assembly process	TrackR
<b>10</b>	Assemblers test the product and keep the product the conveyor	TrackR



## 5.PROJECT SCOPE

<b>Project Name:</b>	<b>TrackR AS-IS and TO-BE model for OHT</b>
<b>Date Submitted:</b>	4/1/2022
<b>Prepared By:</b>	Team G
<b>Project Start Date:</b>	2/23/2022
<b>Project End Date:</b>	4/1/2022
<b>Senior Business Analyst:</b>	Bill Nixon
<b>Program Manager:</b>	Mayur Kumar Rafaliya

There is no change in project scope for project2 as we have same list of known client requirements.

### Known Client Requirements:

For more details, please go through points 1 to 12 in the attached document named 'P2 OHT Needs 21May07' and points from 61 to 79 in 'P2 Production Team Deliverables 21May07'  
Link for 1<sup>st</sup> doc:

<https://conestoga.desire2learn.com/d2l/le/content/539481/viewContent/11890079/View>

Link for 2<sup>nd</sup> doc:

<https://conestoga.desire2learn.com/d2l/le/content/539481/viewContent/11890078/View>

This document was provided to us by the client.

### Summary of Project Deliverables:

ID no	Client needs/Requirement ID	Project final deliverables
1	20.1	Letter of Transmittal / Cover Letter
2	20.2	Cover Page
3	20.3	Table of Contents
4	20.4	Document History
5	20.5	Page Headers, Footers and Numbering
6	21.1	Assumptions - Both in Report and Excel Models
7	21.2	Executive Summary
8	22.1	Background / Client History
9	22.2	Involved Persons/Roles/Actors/Stakeholders
10	22.3	Gifts, Skills, Concerns and Attitudes
11	22.4	Brands and Statuses
12	22.5	Business Challenges
13	22.6	Use Case Diagram
14	22.7	One Cockburn Template for Each Interaction
15	22.6	As-Is Principles or Key Metrics
16	23	References
17	24.1	Known Client Needs and Requirements

18	24.2	Project Scope Changes
19	25.1	RACI+ Content
20	25.3	GANTT Content
21	26.1	Risks, Mitigations from all the different To-Be's
22	26.2	Conclusion
23	31.1	Detailed Graphics of the TrackR Component Picking process
24	31.2	Excel Sheet and Calculations of Component Picking
25	32	Process Diagram(s) and Decision PseudoCode of the As-Is Production Processes
26	33.1	Explanation of the Staffing and Utilization of Labour
27	33.2	Excel 8 hr 3 Table Model of the Staffing and Utilization of Labour
28	34.1	Excel Components and Data
29	34.2	Excel Roles and Payrates, Other Lists
30	35.1	Data and Calcs of Production Steps with Min and max Labour and Times
31	35.2	Data and Calcs of Steps when Tests Fail
32	35.3	Failure Rate Calculations
33	36.1	Detailed Excel model of the models, wholesale prices and averages
34	36.2	Calculations of various direct and indirect expenses
35	36.3	Times to Pick and Produce TrackR's, Capacity History and Calculations
36	36.4	Profit and/or Loss Calculations
37	37	OHT production work environment - Challenges listed by Lead Hand

**Activities to do to produce the Deliverables:** For most of the deliverables mentioned, we will be researching, creating, developing, packaging, and publishing them.

### Assumptions:

1. Going from table to each shelf to pick up all 12 items and coming back to table
2. The walking speed and picking time to pick a component is assumed.

### 6.RACI MATRIX

RACI (Responsible, Accountable, Consulted, Informed) Matrix is a chart used to determine the role and responsibility of the tasks of all the employees. Also, it consists of all the decisions taken place while working on the project's deliverables.

Please find the attached file with the file name:

'W22\_INFO8440\_TeamG\_Project2\_RACIMatrix\_GanttChart'.

### 7.GANTT CHART

A Gantt chart is used for planning and scheduling all the work. It is mainly used to simplify complex projects. It consists of the start date, end date, duration, and progress of each activity.

Please find the attached file with the file name:

'W22\_INFO8440\_TeamG\_Project2\_RACIMatrix\_GanttChart'.

### 8.Use case Diagram

Please find the attached file with the file name:

'W22\_Team G\_INFO8440\_Project 2\_UseCase Diagram'.

### 9.Cockburn Template

Please find the attached file with the file name:

'W22\_Team G\_INFO8440\_Project 2\_Cockburn Template'.

### 10.Process diagram

Please find the attached file with the file name 'W22\_Team G\_INFO8440\_Project 2\_OHT Process Diagram'

## 11.Risk, Mitigation from all different To-Be's

ID no.	To- Be Process associated	Risk	Mitigation
1	Assembly	The worker may injure himself or may fall ill while performing the assembly process	An arrangement should be made to call another worker, or an extra worker should be hired for backup
2	Assembly	The testing computer might stop working due to technical problems	A backup to retrieve all the files should be performed and an extra computer should be kept in storage in case of emergency
3	Assembly	The Conveyor belt or the fork or the pallet may not work due to some issues	The backup for the machinery used should be kept.
4	Six sigma	Lack of Skilled resources for six sigma process	Six sigma Training once in every 6 months for all stakeholders in the factory.
5	Six sigma	Incorrect scope in six sigma	Project scope should be baselined and transparent with proper documentation.
6	Six sigma	Resistance to change in six sigma process	Stakeholders should be flexible and ready to implement new changes in the process
7	Automation	The maintenance or failure of Siplace automation machine	The Siplace machine should have frequent services in order to avoid failure
8	Automation	It takes more time than expected to pick components	Proper training and best way should be shown in to the employee.
9	Staffing	An employee cannot be able to work if they are sick for the day	The Shift Manager should act immediately when informed of the absence and call in another employee to take up the shift
10	Staffing	If the employee leaves the factory due to some emergency / illness, then the daily demand will not be met.	The Shift Manager should have a backup plan to meet the demand.

## 12.Pseudo code:

WHILE Making TrackR

    Start from a table

    Pick BLE112

    Pick SFLV25

    Pick SDMALBB3033G

    Pick FnOFI-GN1212

    Pick BD2098733AAB

    Pick BD20911131BB

    Pick HG213123-221

    Pick SS98AAIS

    Pick LS1121

    Pick STMA11233

    Pick MPC432119-2

    Pick MPC44422

    Move back to the table

    Unbox MPC432119-2

    Inspect MPC432119-2 Test A

    IF Test A fails

        THEN

            Walk to Return Goods Shelf

            Put down the Failed Part

            Record the failure

            Walk to the Replacement Parts Shelf

            Pick Up the Replacement Part

            Walk back to the Assembly Table

            Unbox MPC432119-2

            Inspect MPC432119-2

ELSE

Slide MPC44422 into LS1121

Connect LS112 to MPC432119-2

Tug Test B

IF Tug Test B fails

Detach MPC44422

Walk to Return Goods Shelf

Put down the Failed Part

Record the failure

Walk to the Replacement Parts Shelf

Pick Up the Replacement Part

Walk back to the Assembly Table

Unbox MPC432119-2

Inspect MPC432119-2

Slid MPC44422 into LS1121

Connect LS112 to MPC432119-2

ELSE

Place SDMALBB3033G on FnOFI-GN1212

Solder FnOFI-GN1212 to SDMALBB3033

Visual Examination Test C

IF Test C fails

Clean the board

ELSE

Clamp LS112

Solder HG213123-221 to BD2098733AAB

Wait to Ensure the bond

Tug Test D

IF Tug Test D fails

Clean the board

Walk to Return Goods Shelf

Put down the Failed Part

Record the failure

Walk to the Replacement Parts She

Pick Up the Replacement Part

Walk back to the Assembly Table

ELSE

Solder BD2098733AAB on FnOFI-GN1212

Wait to Ensure the bond

Tug Test E

IF Tug Test E fails

Dispose of the component

Clean the board

Walk to Return Goods Shelf

Put down the Failed Part

Record the failure

Walk to the assembly table

ELSE

Solder STMA11233 to HG213123-221

Wait to Ensure the bond

Tug Test F

IF Tug Test F fails

Dispose of the component

Clean the board

Walk to Return Goods Shelf

Put down the Failed Part

Record the failure

Walk to the assembly table

ELSE

Slide BLE112 on FnOFI-GN1212

Slide BD20911131BB on FnOFI-GN1212

Place SFLV25

SFLV25 is OK - Test G

IF Test G fails

Dispose all the internal components

Clean the board

Walk to Return Goods Shelf

Put down the Failed Part

Record the failure

Walk to the Replacement Parts Shelf

Pick Up the Replacement Part

Walk back to the Assembly Table

Slide BLE112 on FnOFI-GN1212

Slide BD20911131BB on FnOFI-GN1212

Place SFLV25

ELSE

Slid SS98AAIS into MPC432119-2

Remove TrackR from Clamp

Heat Test H

IF Test H fails

Expose and extract electronic components



Disposed of the component  
Walk to Return Goods Shelf  
Put down the Failed Part  
Record the failure  
Walk back to the Assembly Table

ELSE

Chemical Weld Assmbly

Move to Testing PC

Turn on TrackR

Wait for Radio Connectivity/ Sync - Test J

IF Test J fails

Dispose of the component  
Walk to Return Goods Shelf  
Put down the Failed Part  
Record the failure  
Walk to the assembly table

ELSE

Put TrackR into Version Packaging

Place Packed TrackR on Conveyor

Packaging of the TrackR

Move the TrackR to shipping area

Ship TrackR

END WHILE

### 13.OHT production work environment - Challenges listed by Lead Hand

- Lead hand wants to reduce footsteps in the production facility
- Pallets and Pallets trucks are needed to be shifted somewhere else
- Reduce the pallet trucks movement in the assembly area

- Assembly should be shifted to somewhere else
- There is temperature issue which needs to be solved in entire production facility

#### 14. Detailed Graphics of the TrackR Component Picking process

Please refer the attached visio file - W22\_INFO8440\_TeamG\_Project2\_Floor layout\_Sphagetti Analysis

#### 15. Excel Sheet and Calculations of Component Picking

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Picking sheet

#### 16. Explanation of the Staffing and Utilization of Labour

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Employees sheet.

#### 17. Excel 8 hr 3 Table Model of the Staffing and Utilization of Labour

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Schedule sheet.

#### 18. Excel Components and Data

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – Components sheet.

#### 19. Excel Roles and Payrates, Other Lists

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Employees sheet.

#### 20. Data and Calcs of Production Steps with Min and max Labour and Times

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Assembly sheet.

#### 21. Data and Calcs of Steps when Tests Fail

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Assembly sheet.

#### 22. Failure Rate Calculations

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A – A Assembly sheet.

## 23. Detailed Excel model of the models, wholesale prices and averages

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A - A VerAvgProdn sheet.

## 24. Calculations of various direct and indirect expenses

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A - A P&L sheet.

## 25. Times to Pick and Produce TrackR's, Capacity History and Calculations

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A - A P&L sheet.

## 26. Profit and/or Loss Calculations

Please refer attached excel workbook W22\_INFO8440\_TeamG\_Project2\_Starter TrackR As-Is 220217 TeamOf6 Ver A - A P&L sheet.

## 27. Conclusion

After going through all the knowledge and elicitation processes, we realized that OHT needs an improvement in their production process. They are facing a daily loss in the TrackR manufacturing business. They want to use their resources better to improve their financial condition. After talking to their production VP, we found out they want to reduce the footsteps in the production facility, and they also want to make space by moving the pallets and pallet trucks to the shipping area. They also want to address temperature issues by moving the assembly somewhere else. We tried to understand their process and came up with the current financial model to calculate profit & loss, cost and schedule. In the next phase of the project, we plan to provide some suggestions and rationale behind it, and we will also update the financial model to improve financial performance by reducing the loss.

## 28. REFERENCES

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  13. EConestoga. (2022, February 23). *Feedback for Project 2 Requests for Information*. EConestoga. Retrieved March 04, 2022, from <https://conestoga.desire2learn.com/d2l/lms/dropbox/user/folder user view feedback.d2l?db=555245&grpid=568180&isprv=0&bp=0&ou=539481>
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