

The image features a background of vertical wooden planks with a natural grain and several knots. On the right side, there is a dark blue rectangular overlay. Inside this overlay, the words "OPERATIONAL" and "EXCELLENCE" are written in white, bold, sans-serif capital letters, stacked vertically.

**OPERATIONAL
EXCELLENCE**

Context

Do you have issues in your organization ?

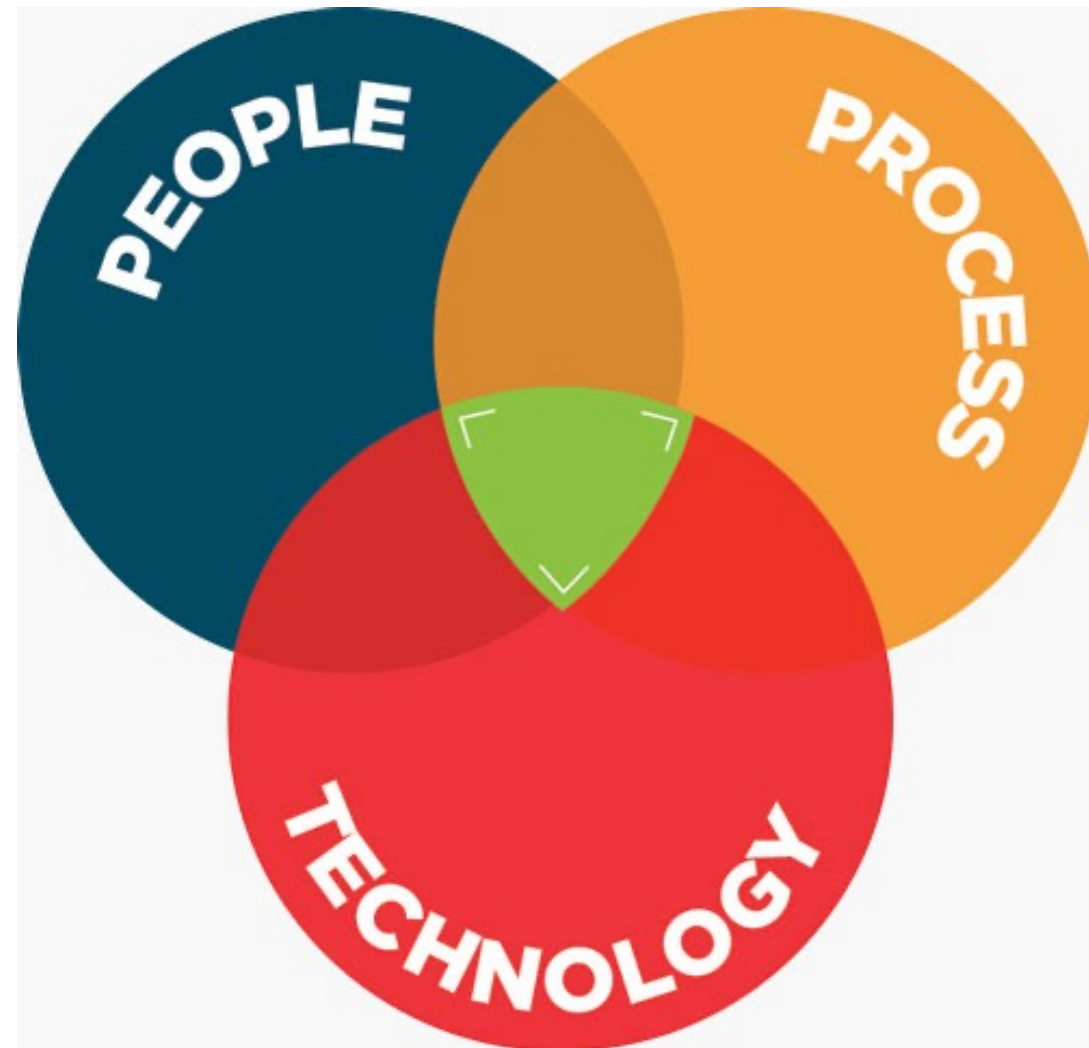
- Quality
- Time
- Cost
- Customers complaining
- Employees frustrating

Do you need thing to be done:

- Better
- Faster
- Cheaper

PMT

To be operationally excellence means everyone in your organization wants to and able to be effective and efficient in delivering value.



What is operation excellence

Better

- Product and service quality
- Processes
- User experience
- Value

Improve performance in the Quality dimension

Faster

- Service
- Response
- Processing
- Delivery (or on-time)

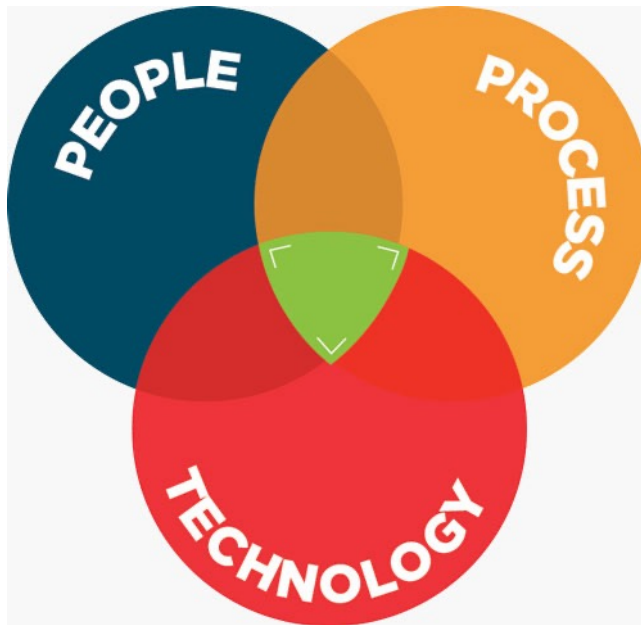
Improve performance in the Time dimension

Cheaper

- To operate
- To process
- To purchase

Improve performance in the Cost dimension

PMT



To achieve Operation Excellence

- *Effective and efficient processes to deliver value*
- *People with process authority, responsibility and accountability*
- *Tools and techniques for design, improvement, and control*
- *Mindset and behaviors where everyone wants to and can be operationally excellence*
- *Alignment of strategies, priorities, policies, and decisions.*

... factors to study in Operation Excellence

Key Concepts

- Process stakeholders
- SIPOC
- Voice of customer, CTQs, and metrics
- Quality attributes Kano model
- Variation
- Quality at the source

Tools

- Error proofing or poka-yoke
- Lean
- Process mapping
- FMEA
- Process Control and Control Plan



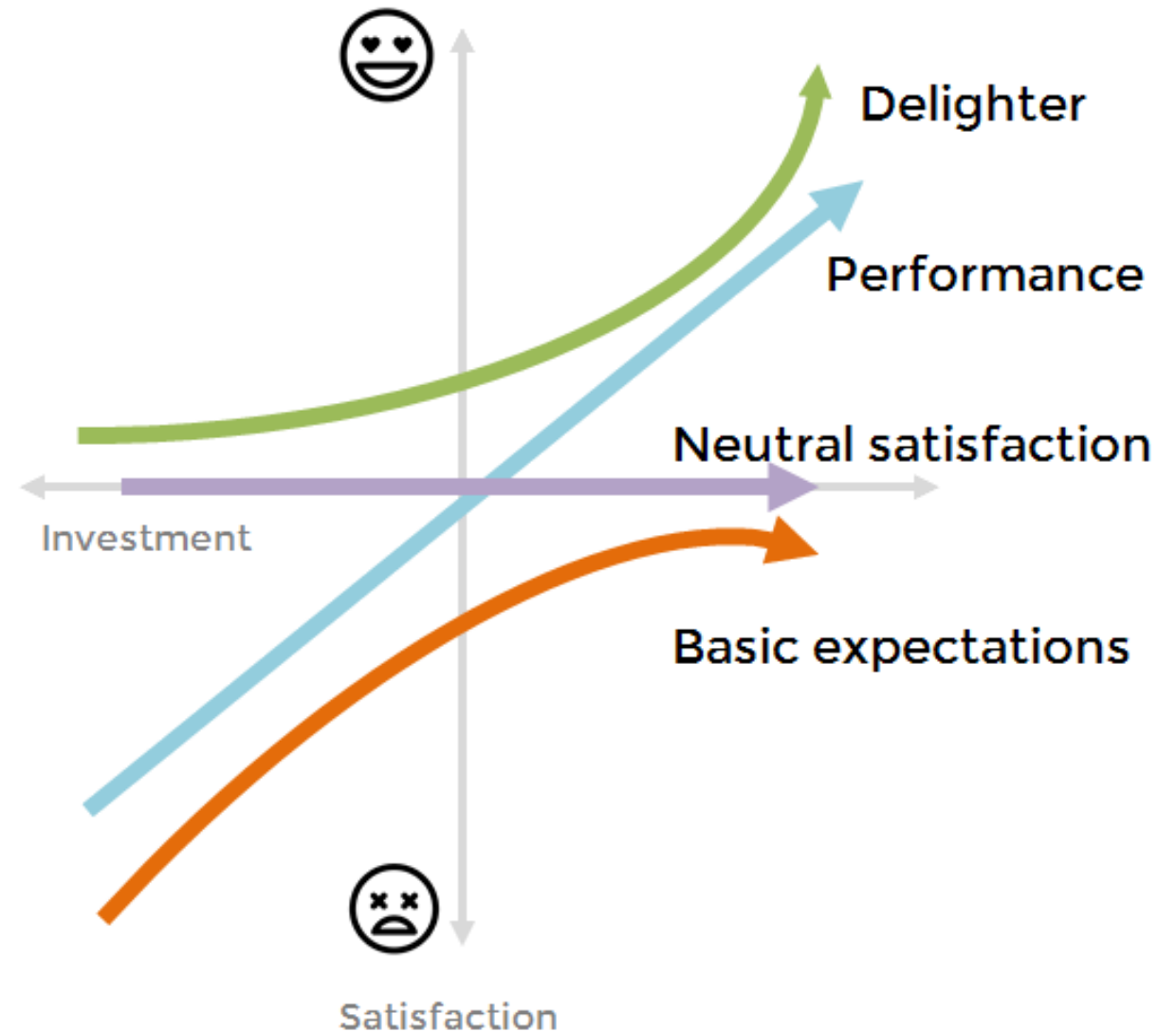


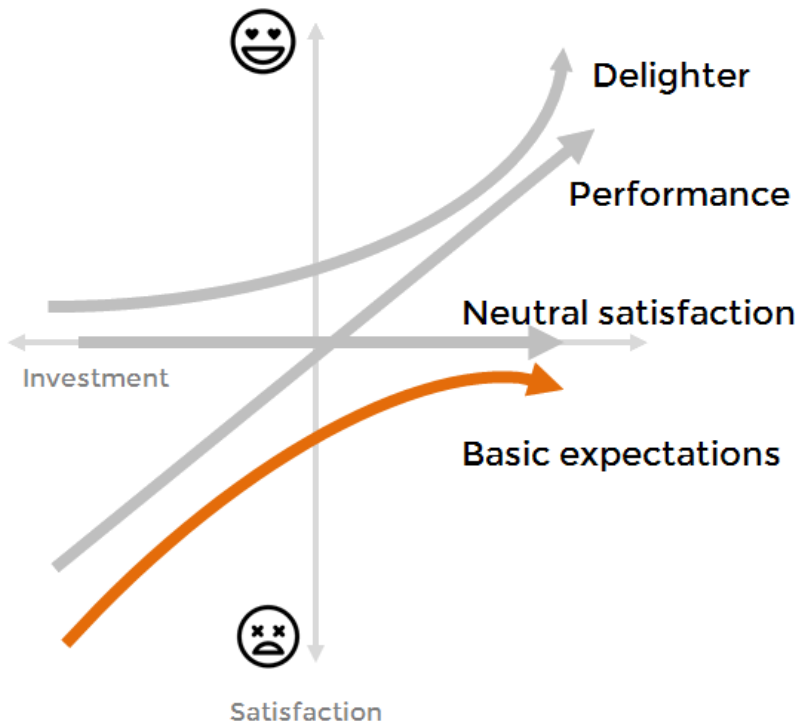
KEY CONCEPTS



Kano Model: Type of Quality Attributes

- ❑ Dissatisfiers – basic quality attributes
- ❑ Satisfiers – performance quality attributes
- ❑ Delighters – excitement quality attributes



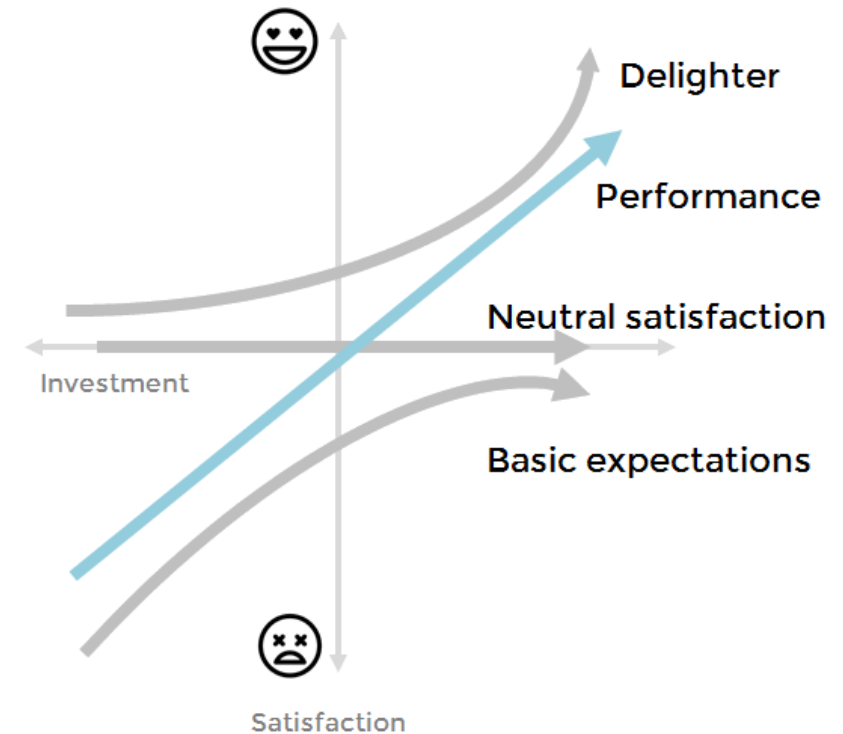


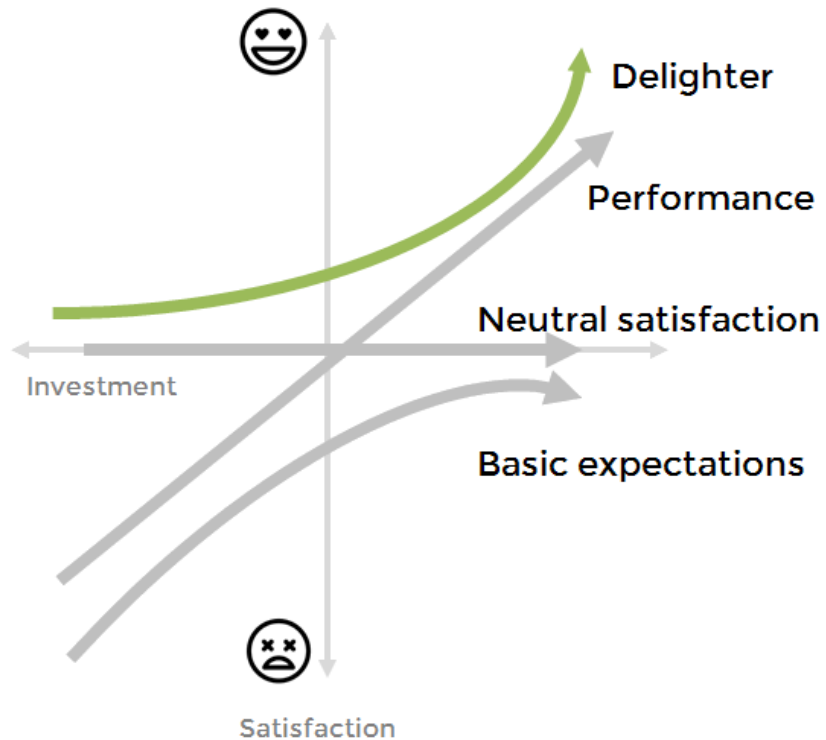
Dissatisfiers - Basic Expectations

- Basic – absence creates dissatisfaction
- Must-haves or Must-be
- Presence does not increase satisfaction

Satisfiers - Performance

- The more you add of these features, the more satisfaction you create
- Add more of these features may be increasing the cost of your product
- These features are product differentiators and should be a priority in your product roadmap.
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- Validate new features with users before commit to build them: how much more are they willing to pay for this attribute ?



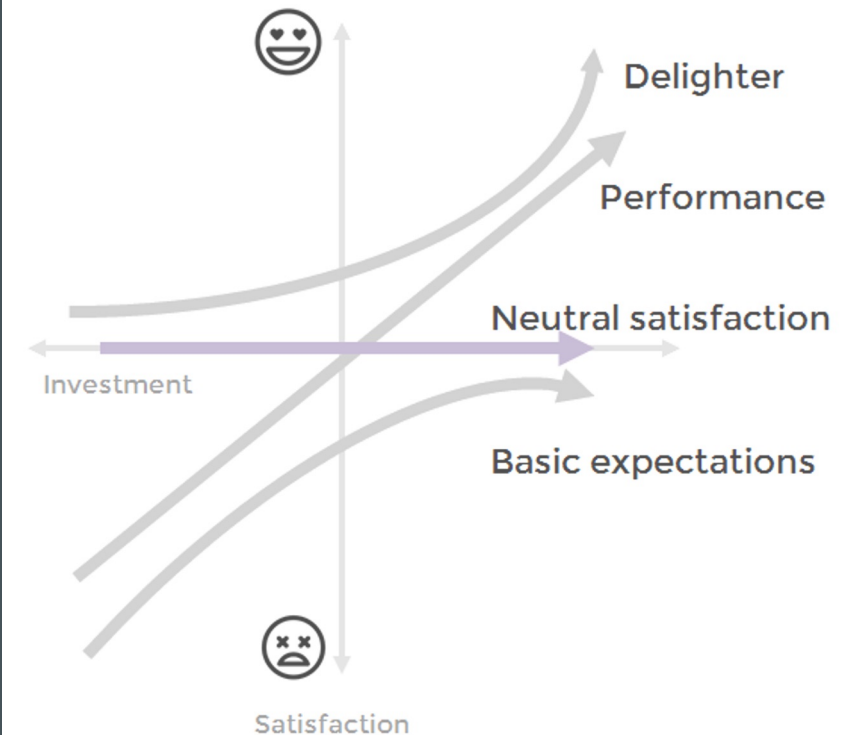


Delighter – Excitement

- This feature makes up your unique value proposition and create your competitive advantage
- Its absence don't create dissatisfaction but when present they create more than proportional amount of value
- Innovation is a great source of delighters, focus on product experience to find source of delighters

Neutral satisfaction

- Don't make difference to customers so investing them won't provide any benefit
- It's especially tricky with digital products where there are features which easy to make and cheap for implement but don't really mean much to customer. But they may increase complexity of your product over the time and impact maintenance



What are the implication of Kano Model

Design Projects

- Dissatisfiers, or Basic quality attributes are nonnegotiable and must all be addressed.
- Satisfiers, or Performance quality attributes must be sufficient to achieve good customer satisfaction levels
- Delighters must be present to increase market share

Improve Projects

- If Goal is to reduce customer dissatisfaction → Address dissatisfiers.
- If Goal to improve satisfaction
 - Improve satisfiers first
 - Address any delighters

Day-to-day Operations

- Ensure always met Basic quality requirements
- Satisfaction, or performance quality are maintained.
- Any delighters that are present remain present.

PMT

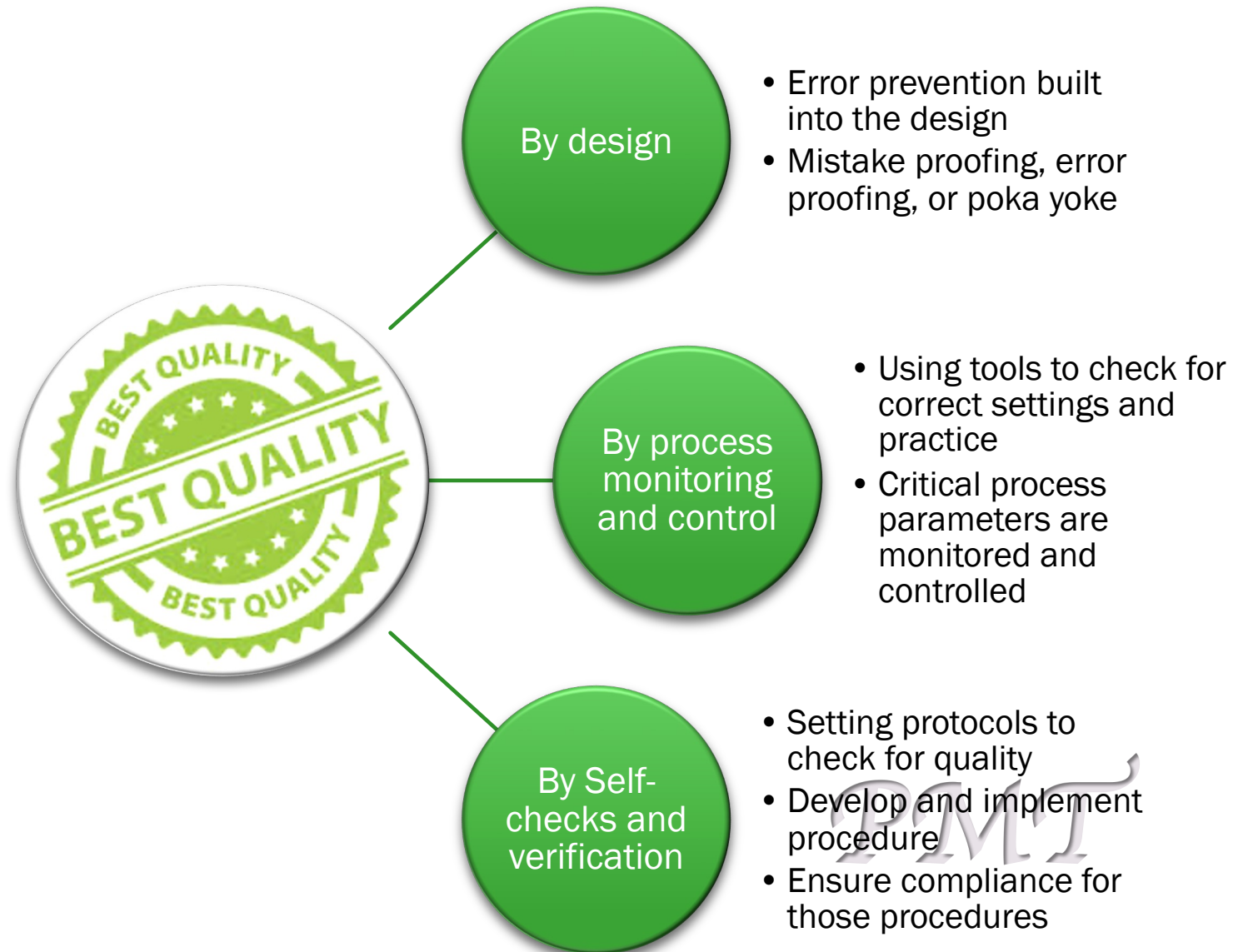


TOOLS



Quality at the source

Detect issues at the source to avoid passing to down stream



Error proofing or poka yoke

Prevention

- Controls so that impossible to make mistake or a mistake becomes a defect

Facilitation

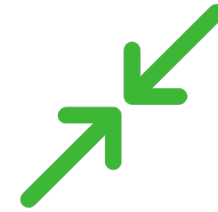
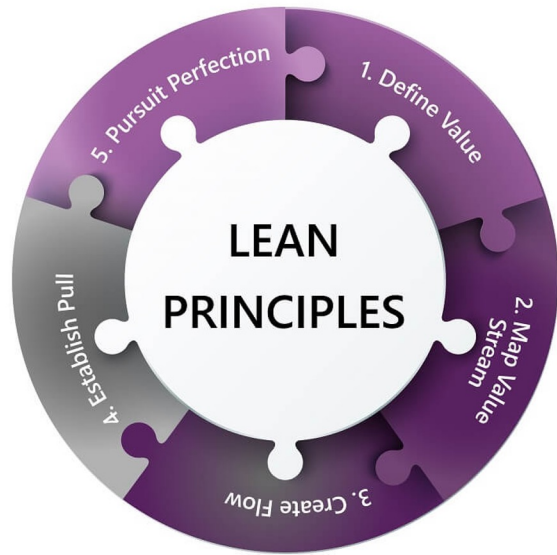
- Combine steps to make a process step easier to perform or less error-prone

Detection

- Control to identify a mistake before further processing

PMI

Lean principles



Minimize Waste

TIMWOODS.

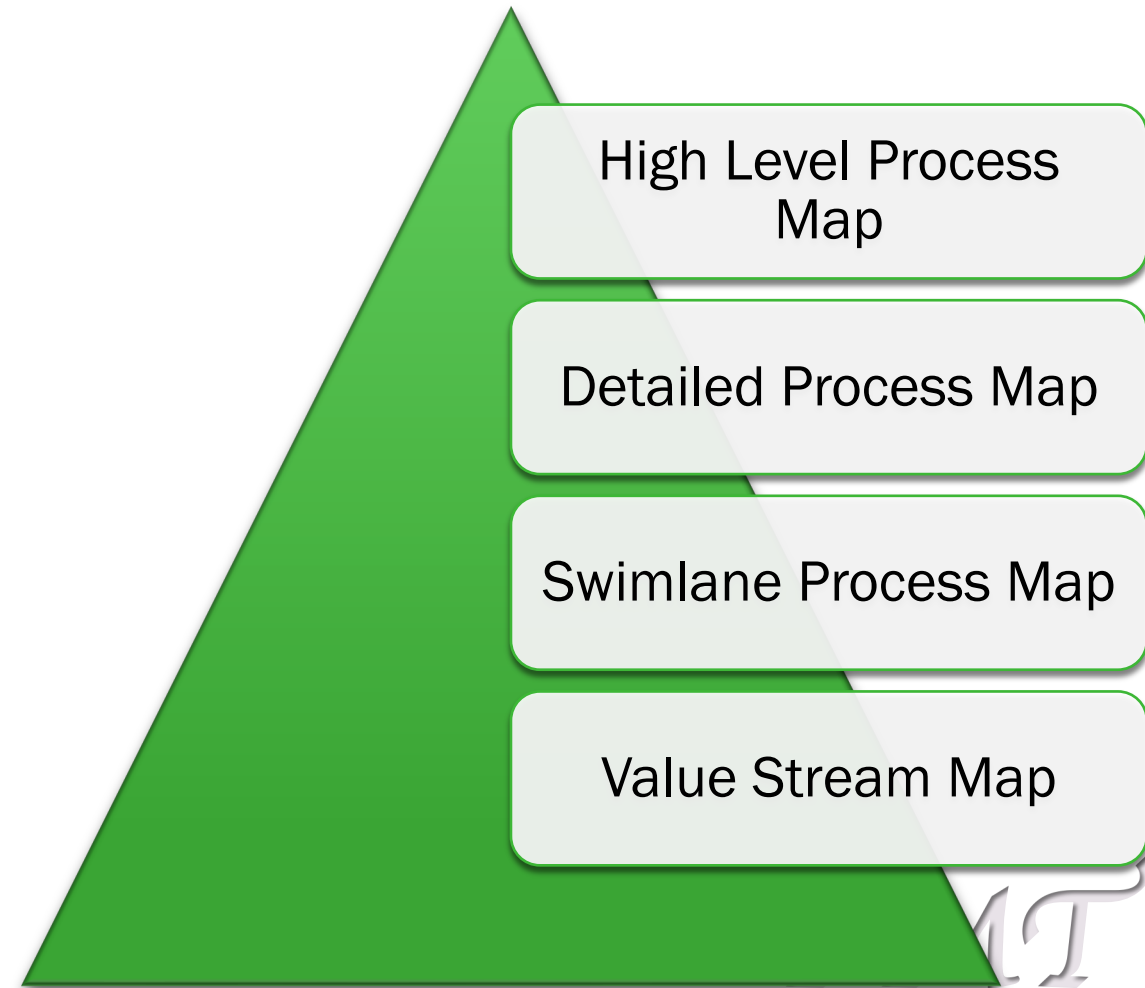


Maximize Value

PMT

Process Mapping

Creating a picture of the process provides a visual presentation of process flow



Failure Modes and Effects Analysis - FMEA

A tool for mitigating the risk of failure.

- 2 types of FMEA
 - Design FMEA – associated with a product or service design
 - Process FMEA – for reducing the risk of potential failures in a process
- FMEA Evaluation
 - *Based on:* Severity Score, Occurrence Score, Detection Score
 - → Severity **X** Occurrence **X** Detection = Risk priority number

PMT

The Control Plan

Control plan enables operators and process owners to know what's important and what needs to be monitored by whom

- Subjects
- Desired target or specification
- How actual performance is known
- Action triggers
- Responsible and authorized persons

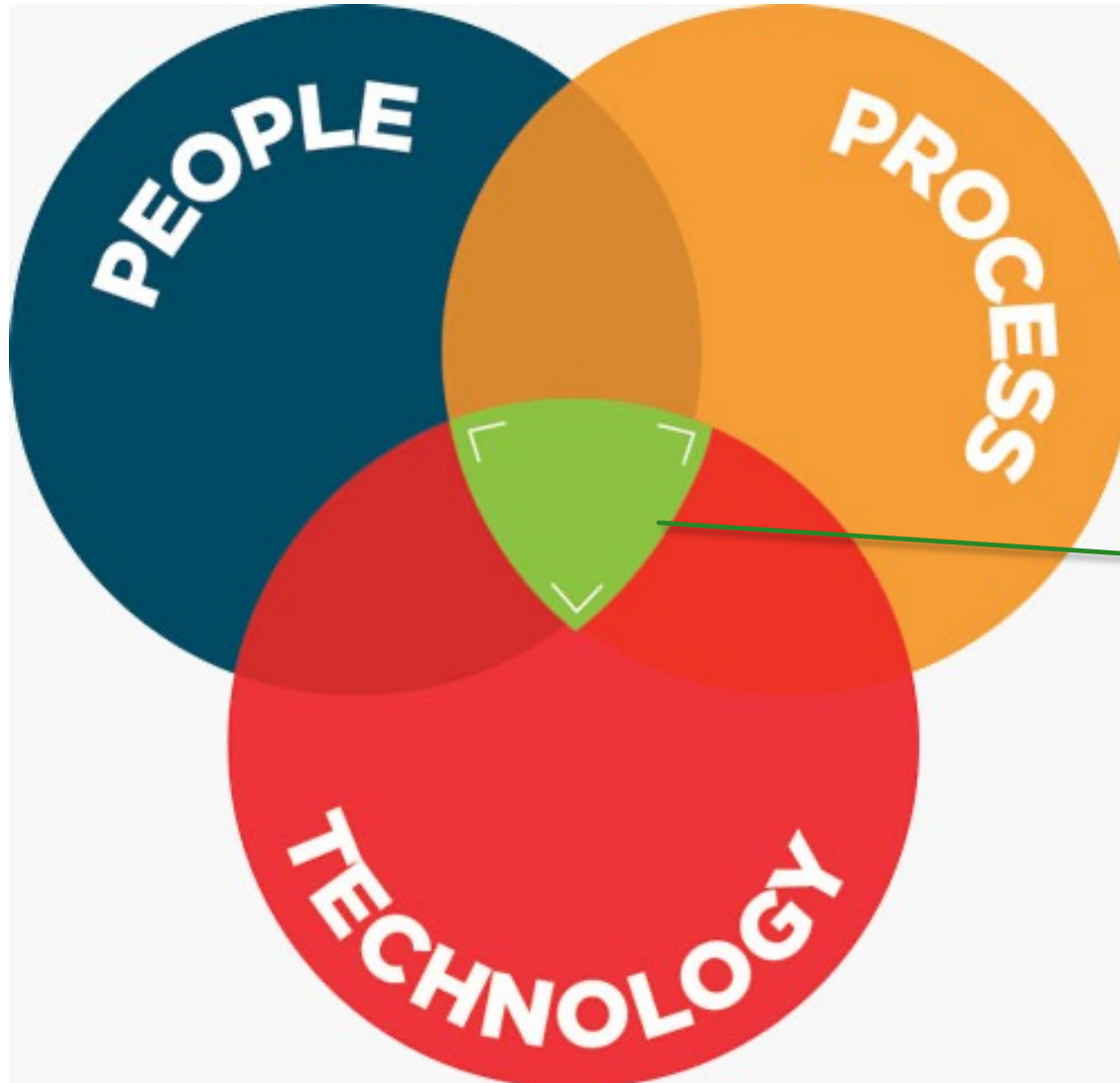
There can be multiple control subjects specified in control plan. It does not mean to include all operation control in the control plan – only include the key control driving performance and outcome.

PROCESS CONTROL PLAN										
PROCESS:		DOCUMENT:		DATE/REVISION:		APPROVED BY:		DOC NUMBER:		
CONTROL SUBJECT	UNIT OF MEASURE	SPECS or TARGET	FREQUENCY OF MEASUREMENT	HOW TO MEASURE/ DEVICE	BY WHOM	RECORDED ON	WHEN TO TAKE ACTION (CRITERIA FOR ACTION)	WHAT ACTION TO TAKE	BY WHOM	RECORD
temp of oven	deg F.	425 F	every minute	read meter	chef	log	above 427F below 423F	lower temp increase temp	chef chef	log log
Time in oven (baking time)	MINUTES	11.2 min	every pizza	timer	chef	log	not equal to 11.2	adjust timer or belt speed	chef	log



IMPLEMENTATION

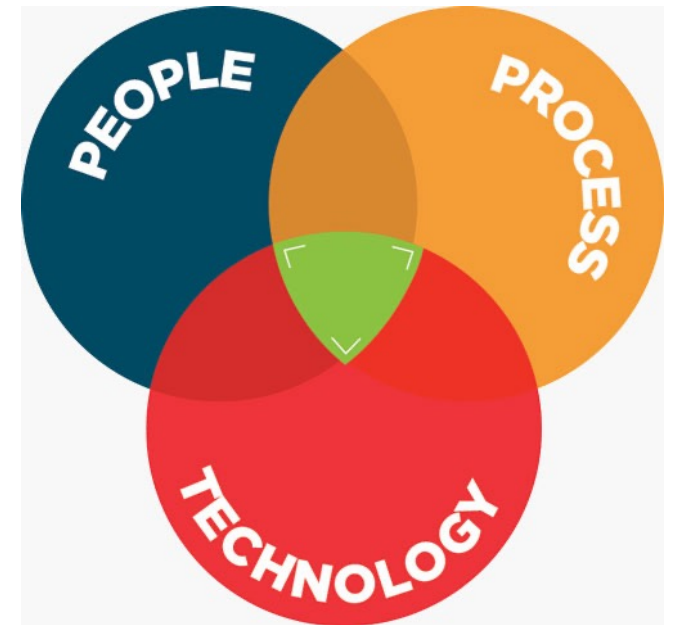


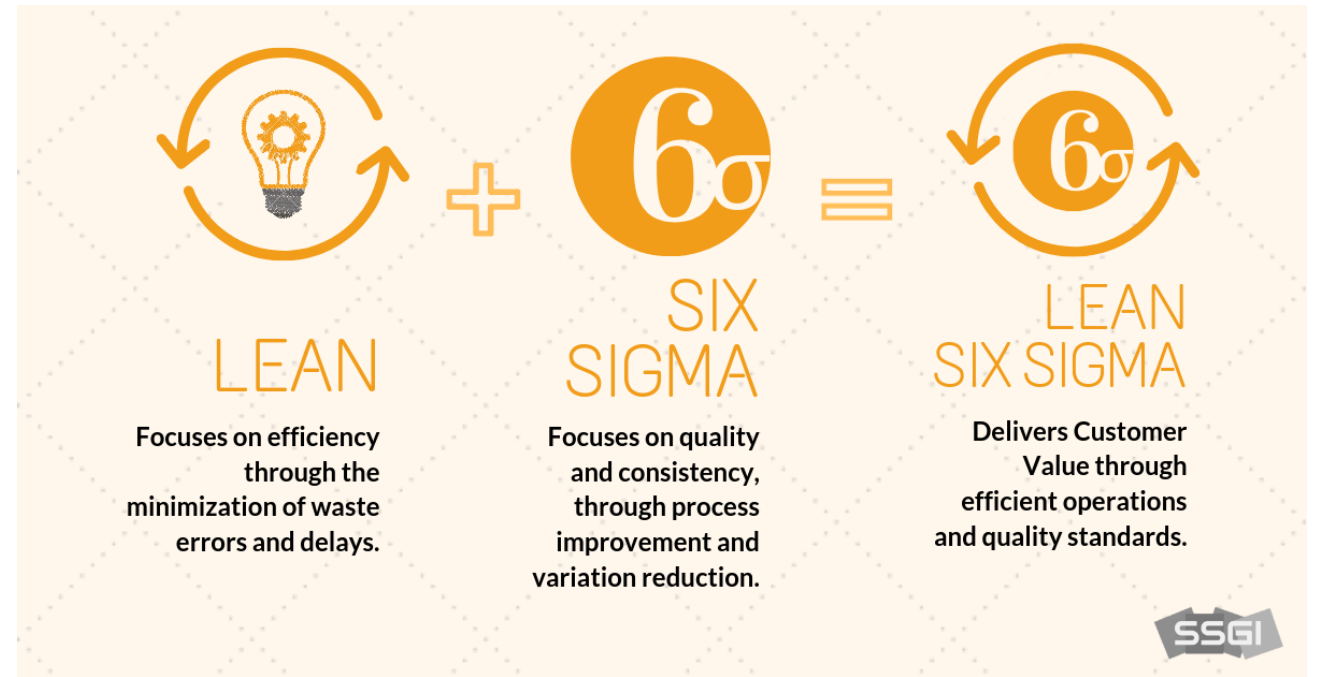
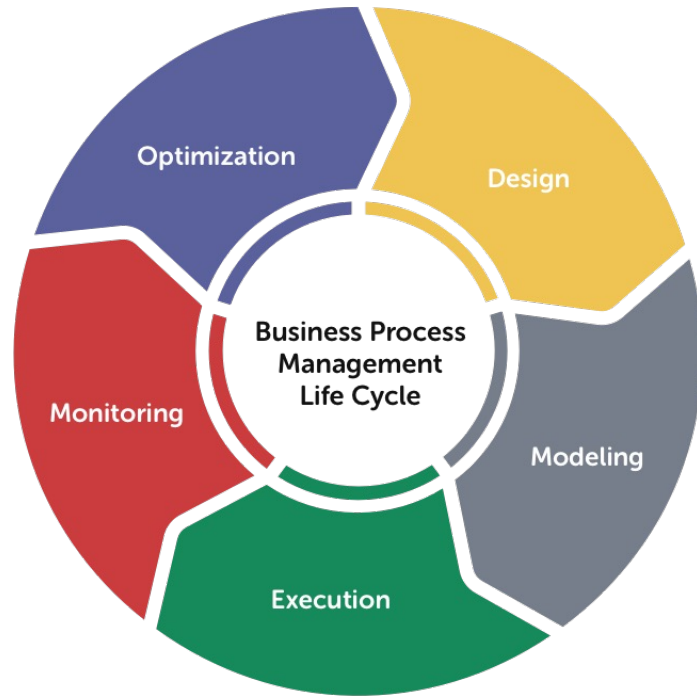


This is Operational
Excellence

Implementation of Operation Excellence

The Key Ingredient to the implementation of OpEx = Training





Methodologies For Operation Excellence



THANK YOU !

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