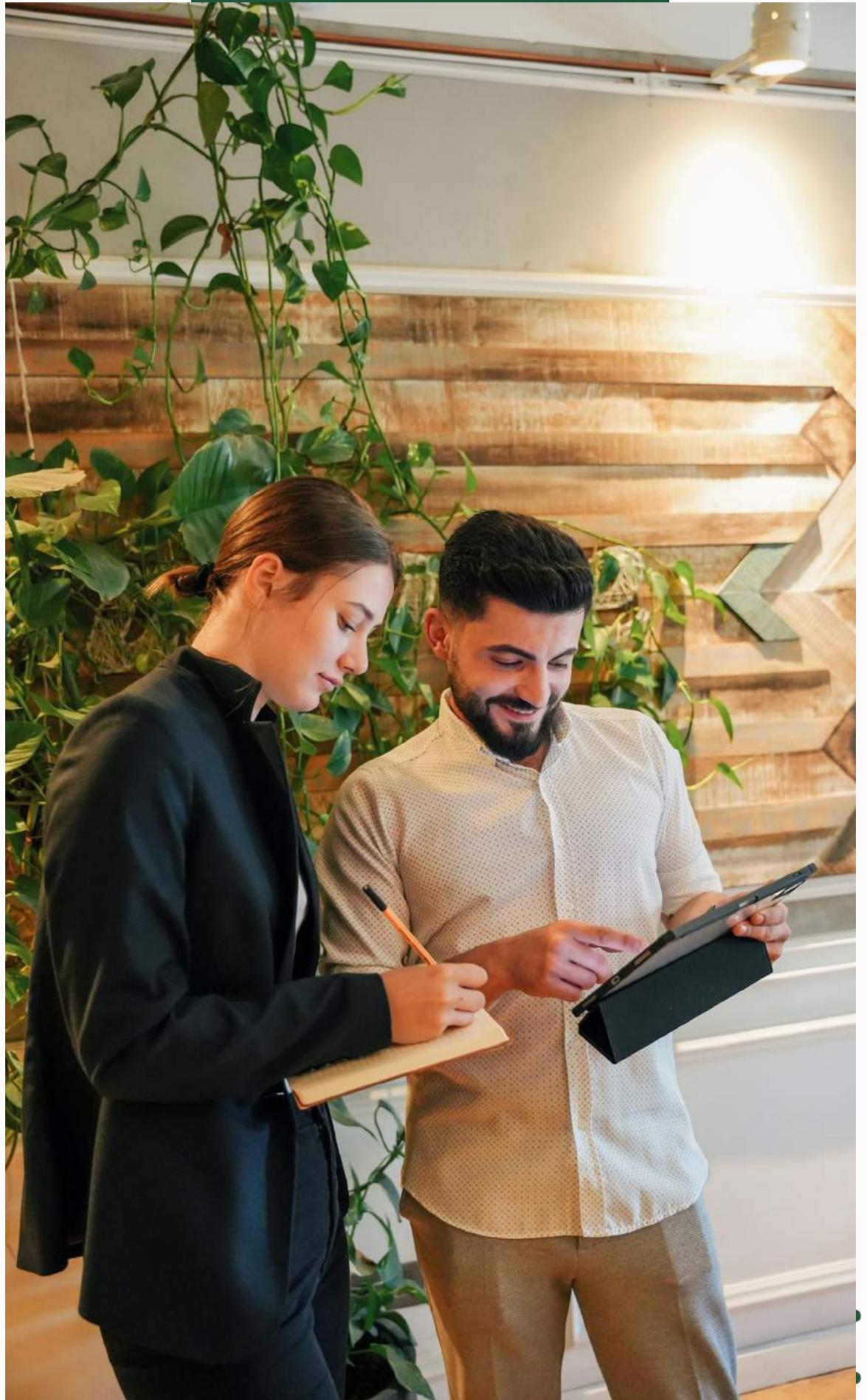


Increasing Revenue: The Gentech Way





Gentech today



\$2.1 BILLION

REVENUE OVER THE LAST THREE YEARS



150,000

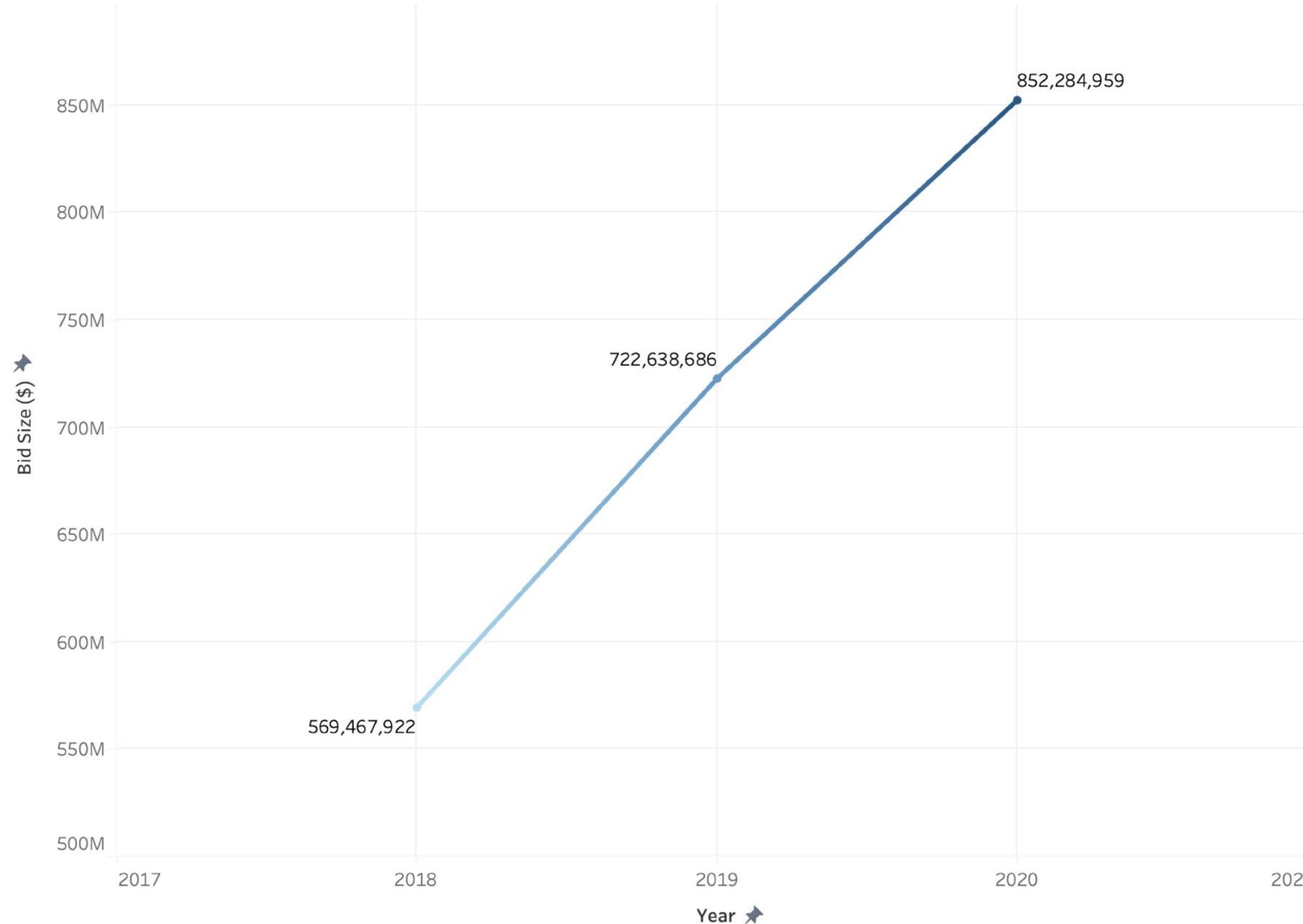
EMPLOYEES



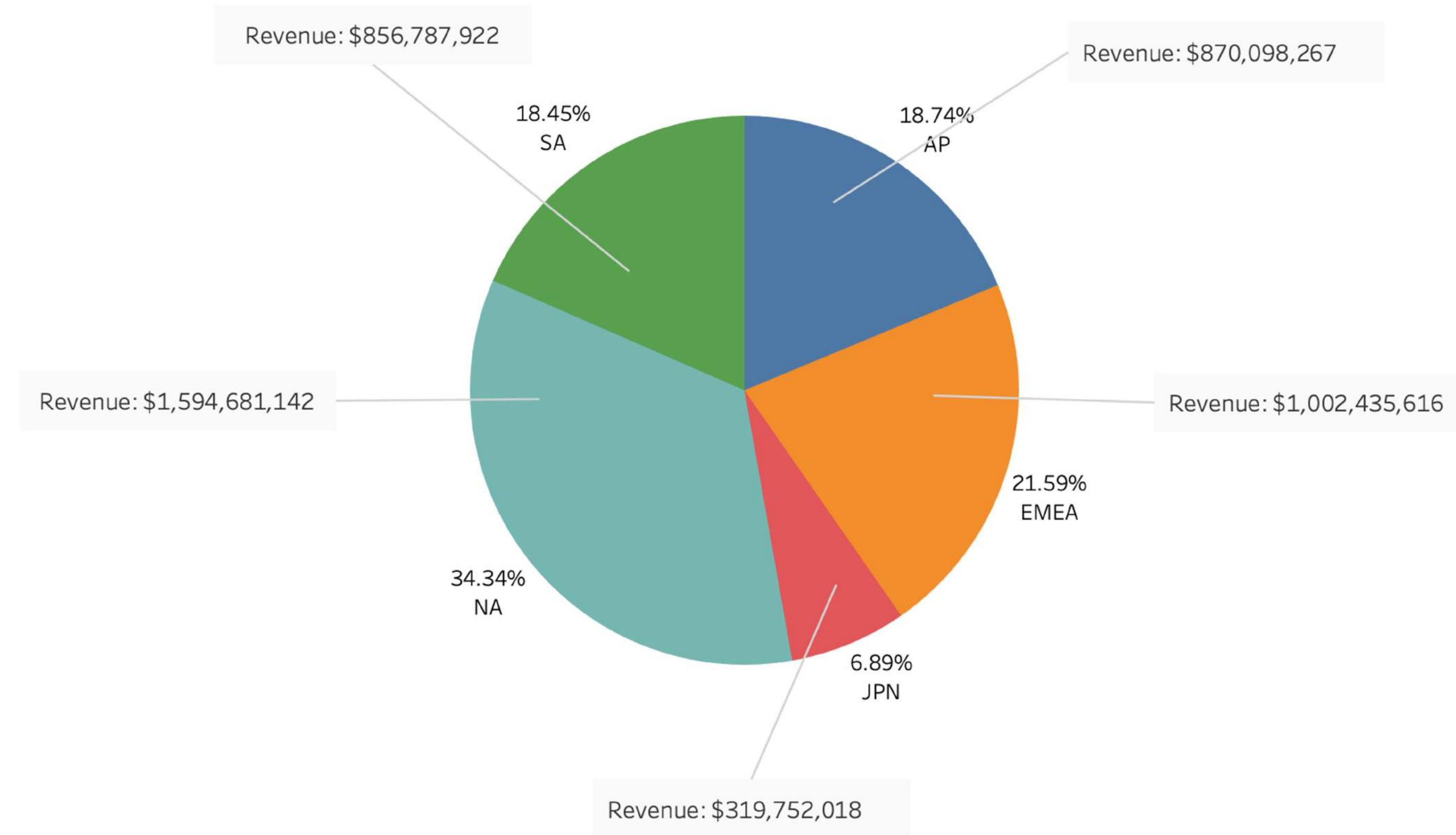
5

REGIONAL OFFICES

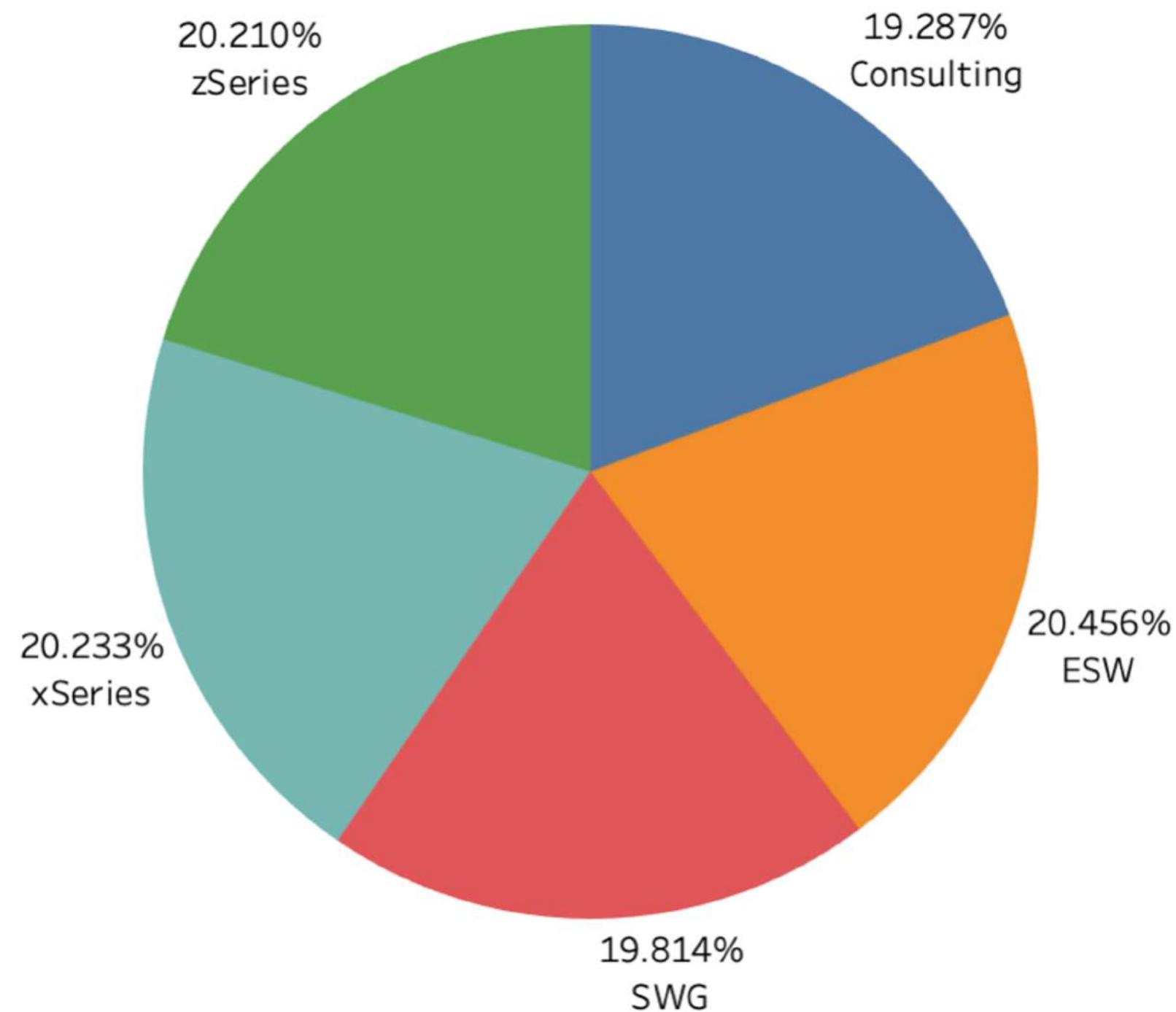
Revenue has been growing steadily

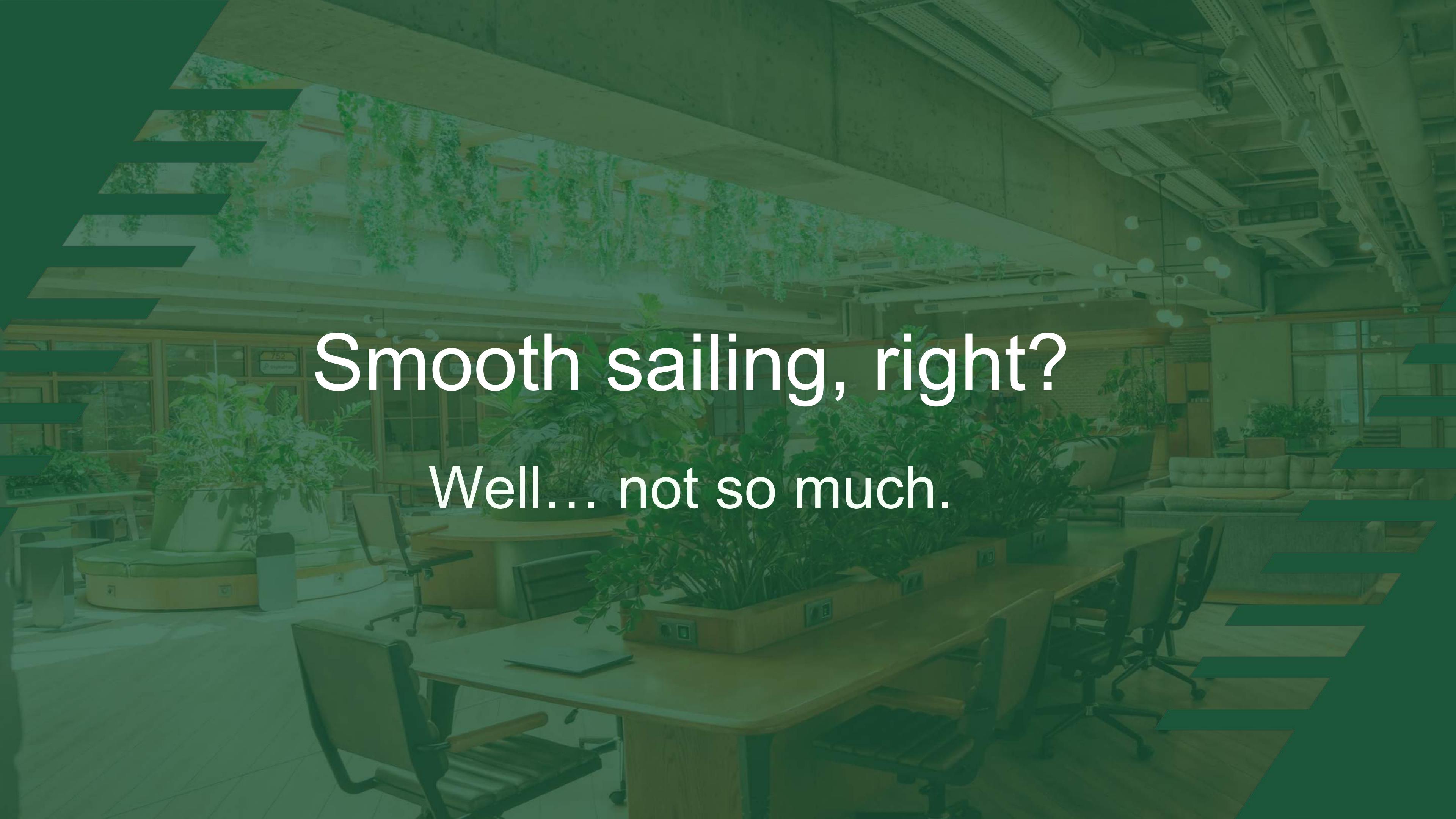


North America and EMEA being the biggest contributors



Brands, on the other hand, shared the pie equally



A photograph of a modern office space. The background features a large, multi-level green wall covered in various plants and vines. In the foreground, there are several wooden desks arranged in rows, each with a black office chair. A large window on the right side of the room lets in natural light. The overall atmosphere is bright and airy.

Smooth sailing, right?

Well... not so much.

Here's how we COULD have been doing...



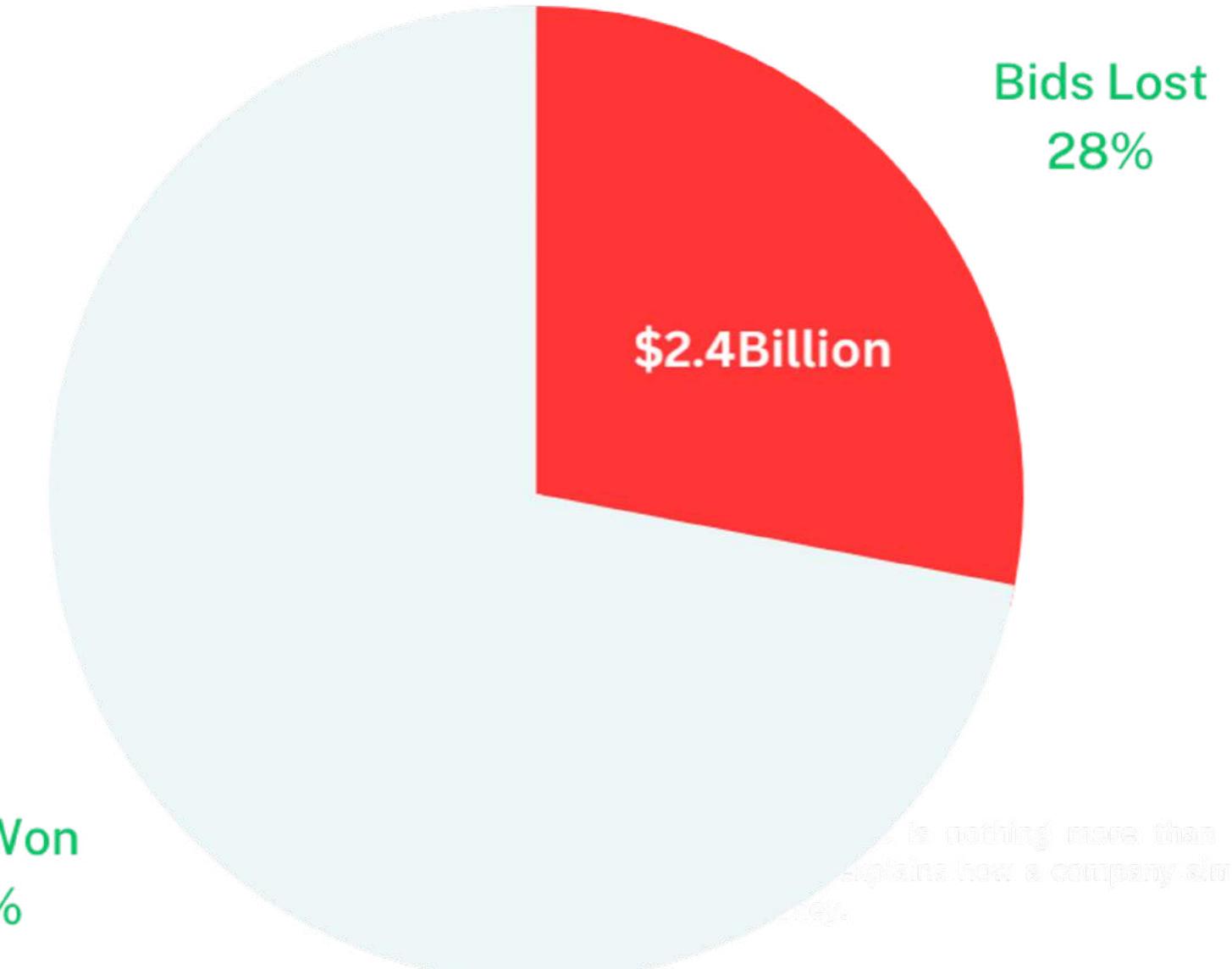
Grace, you already had a hunch that the bid proposal process takes too long...

It is clear that 28% of the bids we lost could have accounted for >50% of revenue

... it is indeed a pressing concern.

Just how bad is it?

Industry Expectation	Our Reality
Within 35 days 😊	45.07 days 😱



Business Problem

From January 2018 to December 2020, 28% of Bid Proposals generated by the Gentech sales team delayed beyond 35 days leading to an average loss of **\$833 Million** in revenue per year.

Objective

Reduce the cycle time of the proposal creation process by **15%**, thereby reducing the number of bids lost by the end of **quarter 4 of 2021**



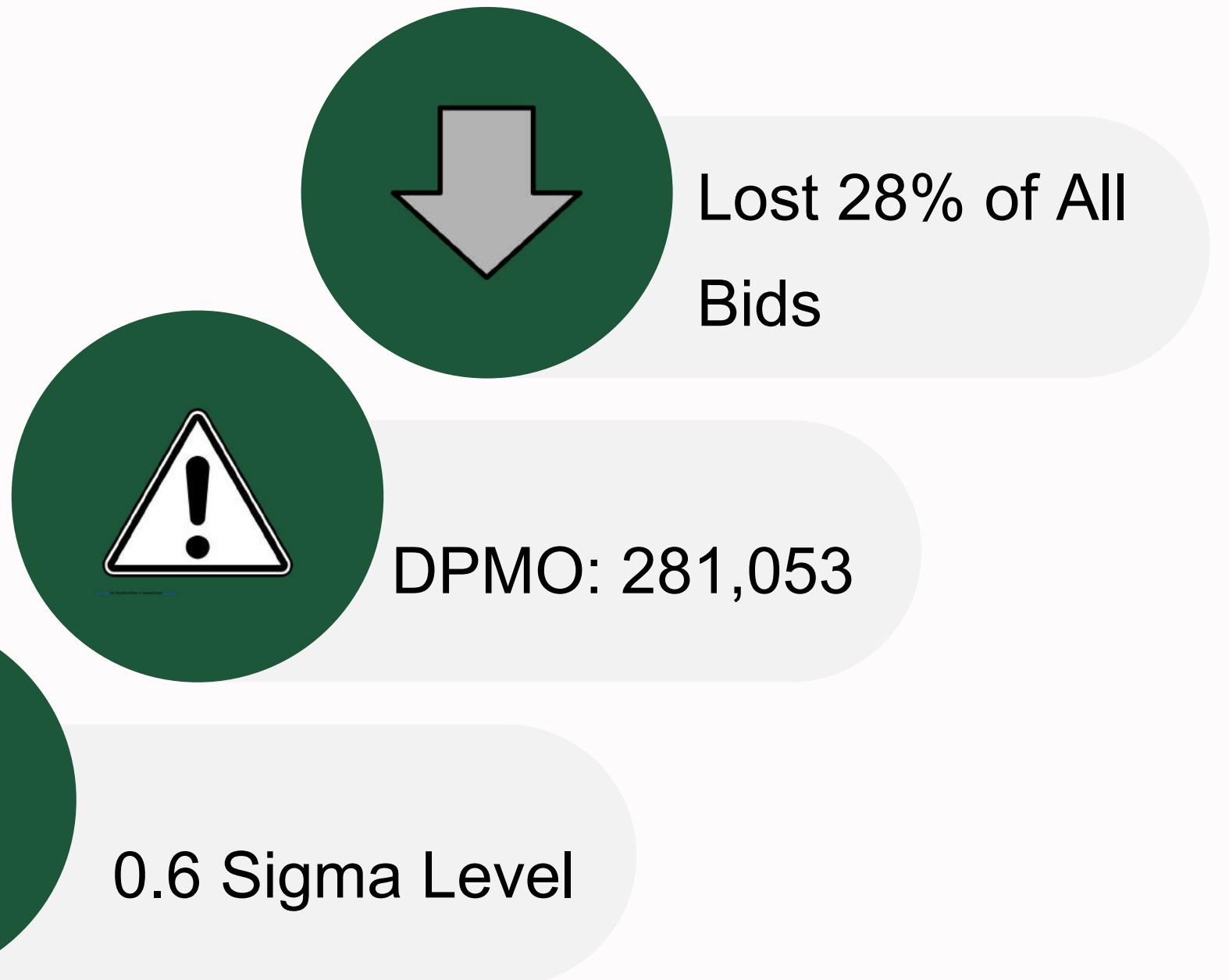
Project Charter at a glance..

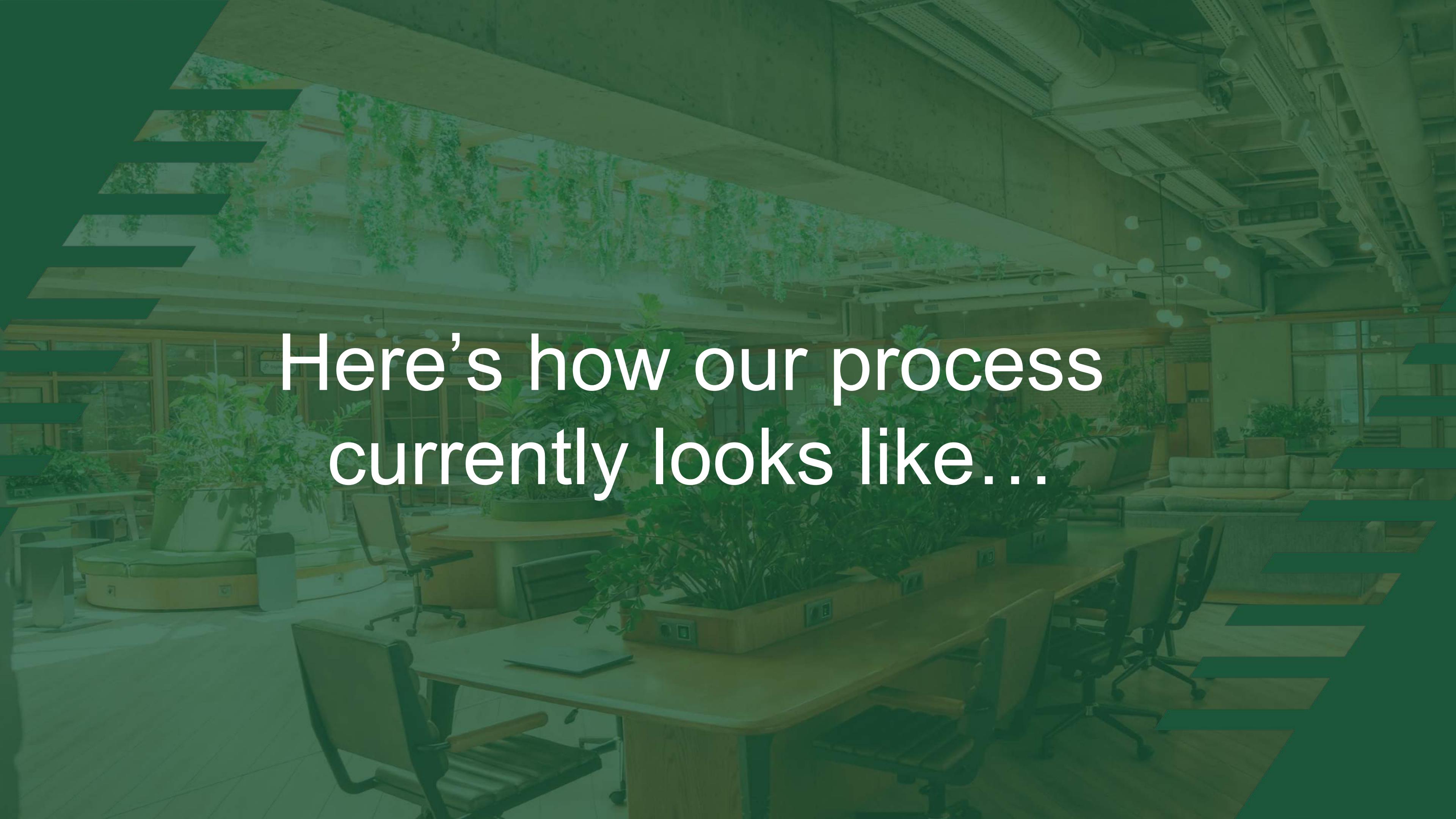
Gentech Proposal Cycle Time optimization				
Business Problem:	<p>From January 2018 to December 2020, 28% of Bid Proposals generated by the Gentech sales team delayed beyond 35 days leading to an average loss of \$833 Million in revenue per year.</p>			Executive Sponsor: Elliot Smith Black Belt Champion: Jeff Hughs
Objective and Scope	<p>Objective: Reduce the cycle time of the proposal creation process by 15%, thereby reducing the number of bids lost by the end of quarter 4 of 2021</p> <p>Scope:</p> <ol style="list-style-type: none"> 1. Process Analysis 2. Data Analysis 3. Stakeholder Interviews 4. Process Optimization 5. Training and Guidance 6. Performance Metrics and Monitoring 7. Report and Recommendations 			Steering Committee: Grace Monroe Elliot Smith Director of Operations in each region
Process Owner: Grace Monroe Black Belt: Jeff Hughs	<p>Investment:</p> <ol style="list-style-type: none"> 1. Technology and Data: Ensure access to necessary data sources and analytics tools for data collection and analysis 2. Travel and On-Site Visits: Budget for on-site visits, such as the trip to Manila for process observation and interviews. 3. Contingency: Set aside a contingency budget for unforeseen expenses. <p>Risks:</p> <ol style="list-style-type: none"> 1. Resistance to Change: Risk of resistance from employees or teams affected by proposed process changes, potentially slowing down the adoption of new procedures. 			Team Members: Yi-Jyun Liao Nana Amma Debrah-Apomah Vishal Padiya Rishiraju
DMAIC	Start/End	Operational Metric	Baseline	Target
Define	Jan 2021	1. Cycle Time : The time taken from identifying a sales opportunity to submitting a proposal 2. Defects : Number of lost bids (cycle time > 35 days)	Average Cycle Time: 31.6 days DPMO: 281,053	Reduce cycle time by 18%
Analyze	1 Apr -30 Apr 2021	Expected Benefits:	Projected Savings	
Improve	May - August 2021	Hard Benefits: Increase the total yearly Revenue by at least 18% Soft Benefits: Reducing cycle times will reduce bids lost and eventually improve revenue margins	\$2 Billion	
Control	Sept '21 - Sept '22	Strategic Benefit: Maintain position as a global leader by supporting a large percentage of the total addressable market		

Operational Metrics



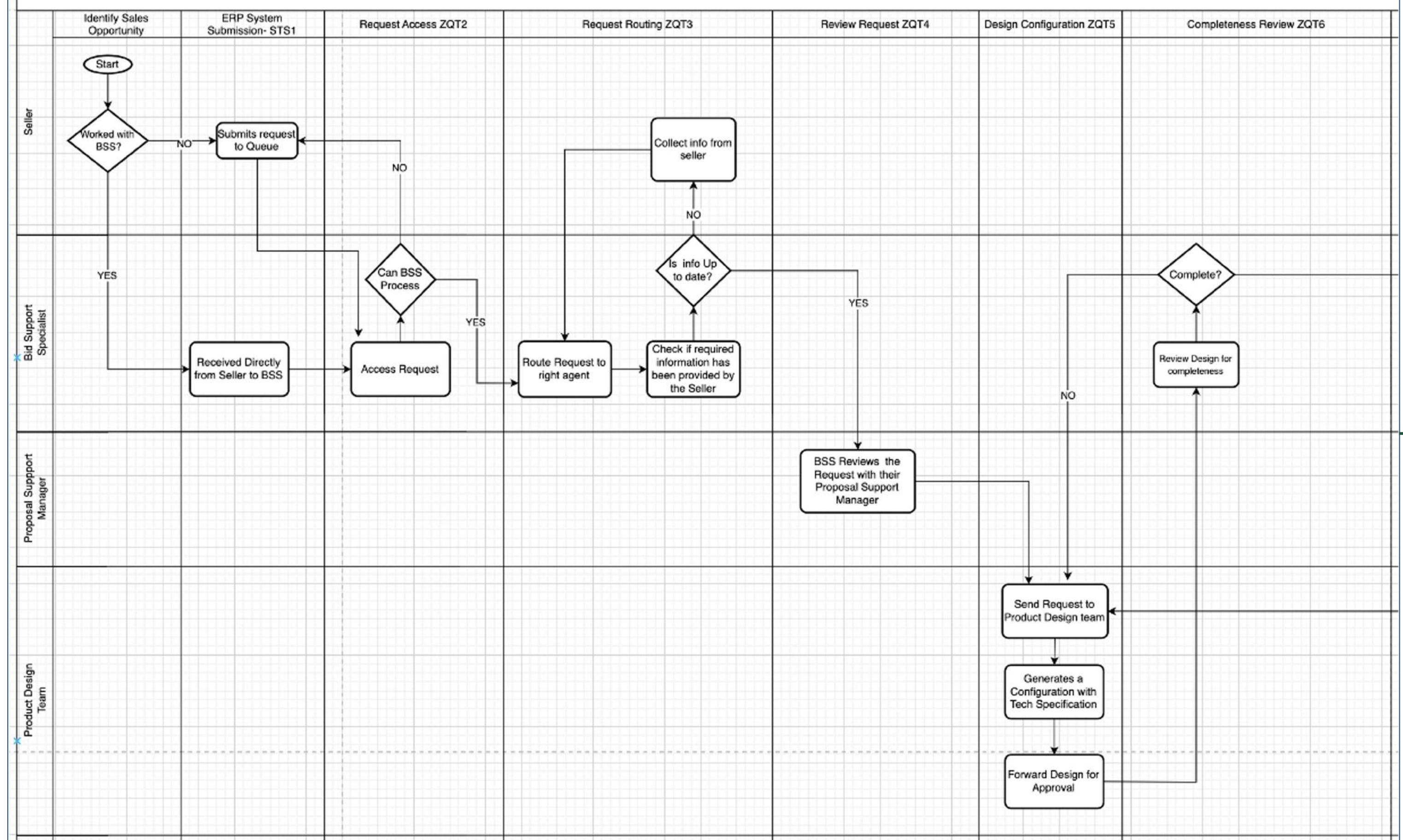
0.6 Sigma Level

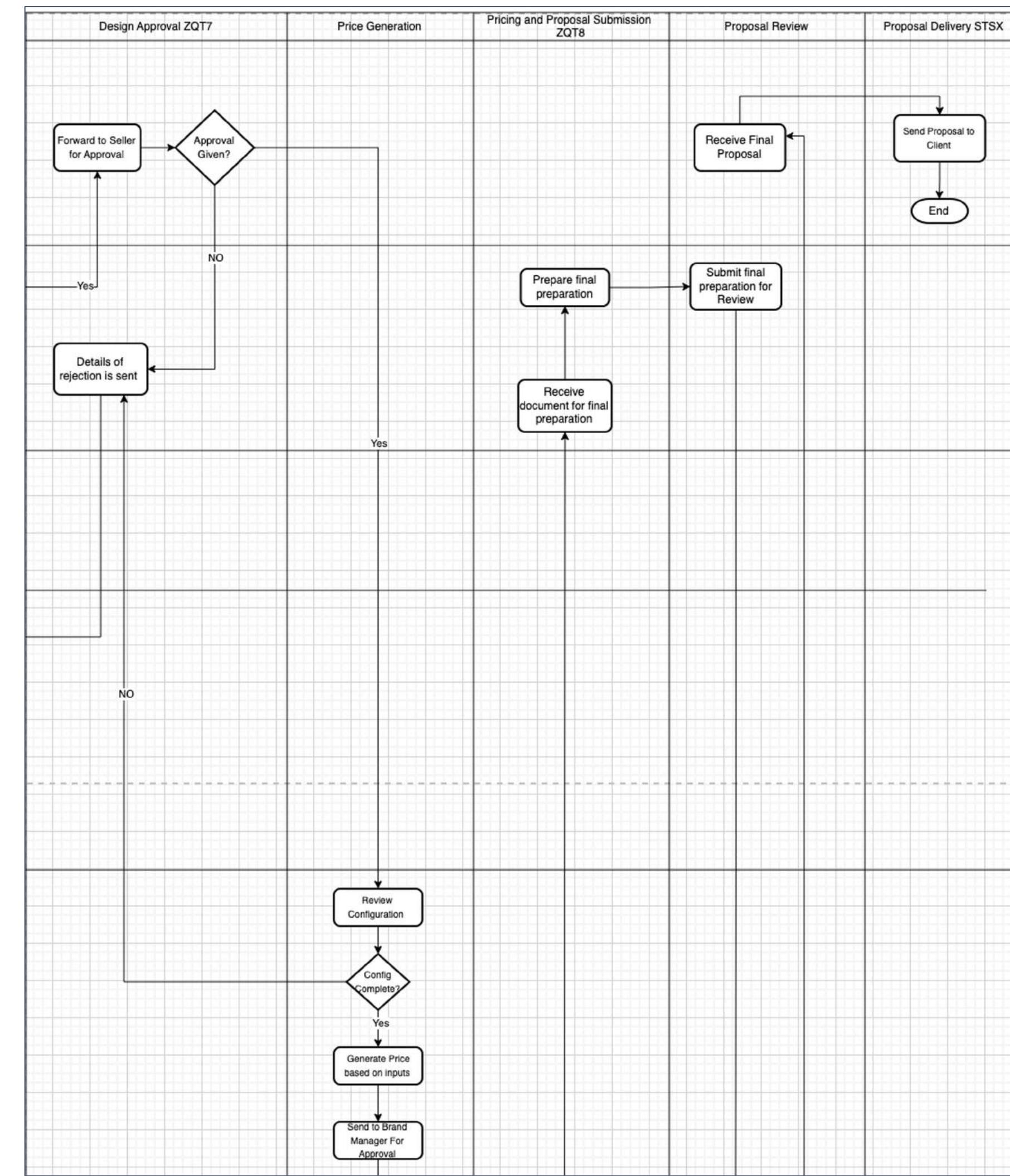


The background image shows a modern office environment. A large, multi-tiered green wall covered in various plants spans across the back wall. In the foreground, there are several wooden desks arranged in rows, each equipped with a computer monitor and keyboard. Ergonomic office chairs are positioned at the desks. The room has a polished wooden floor and a high ceiling with exposed ductwork and lighting fixtures.

Here's how our process
currently looks like...

Proposal Creation Flow Chart





Who is our customer?

The **Seller**, and ultimately, **the Business Client** are our customers.

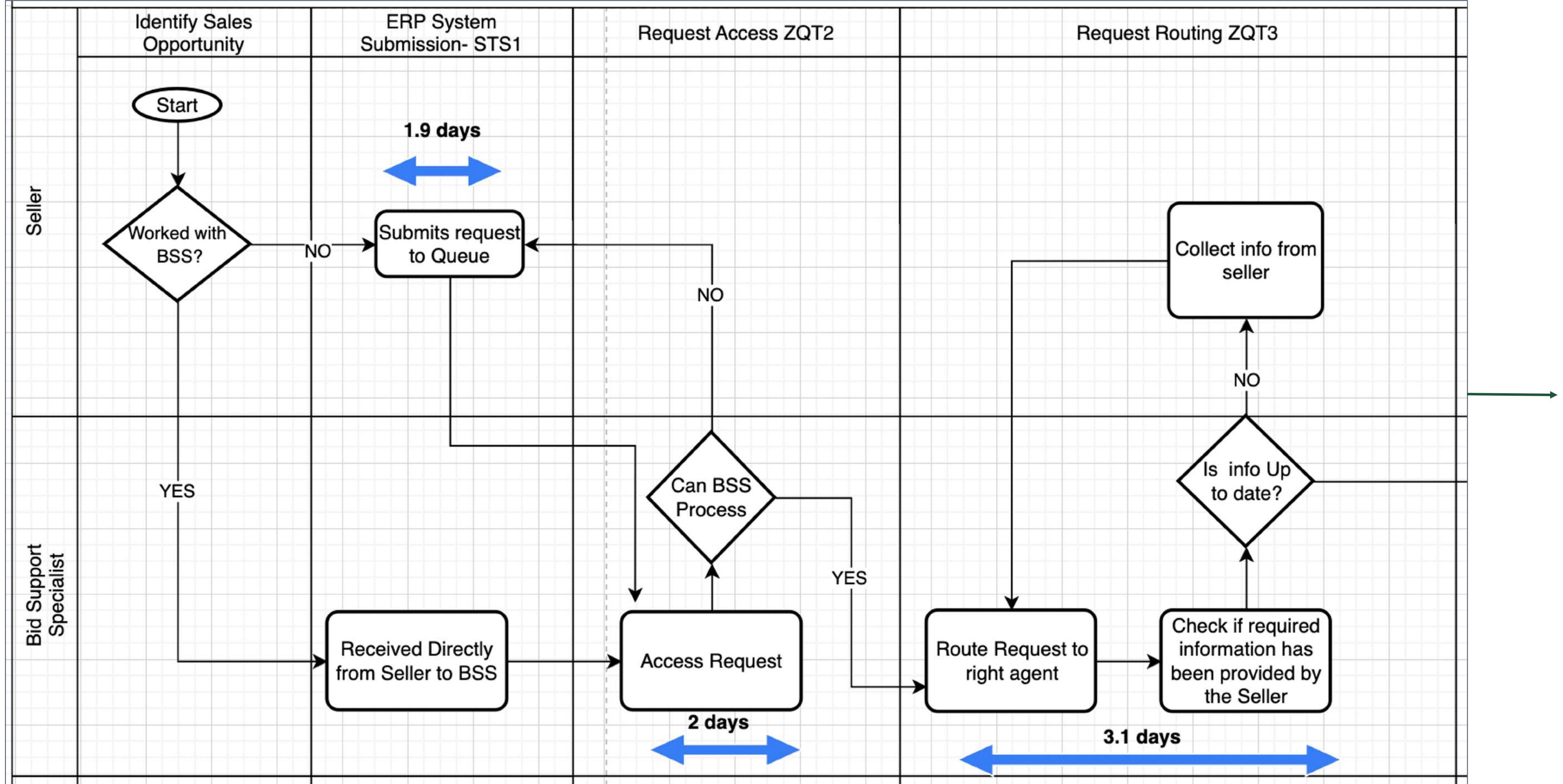
VOC:

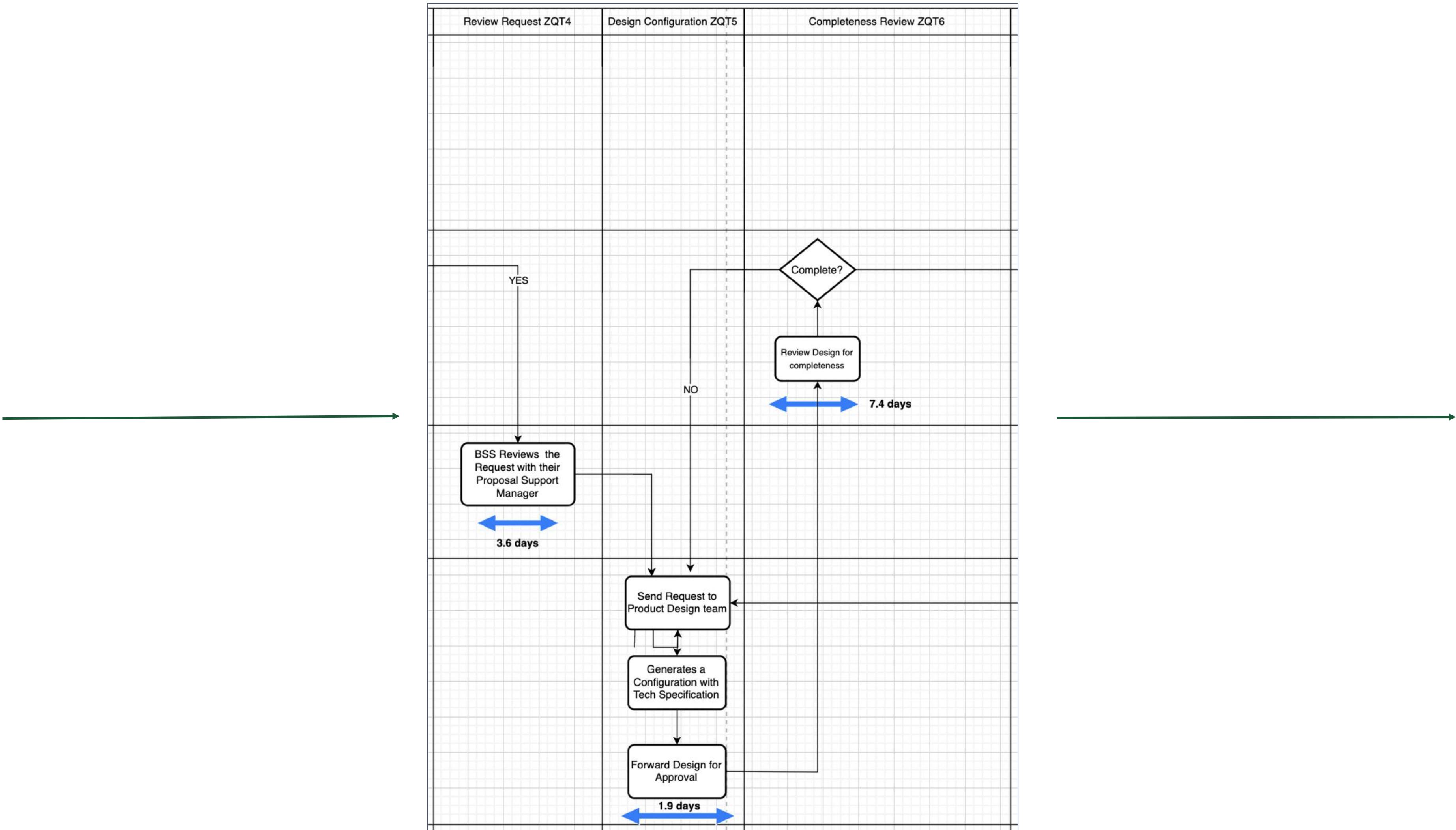
I want a proposal that meets my requirements and will be delivered as soon as possible. I also want to receive updates on the progress

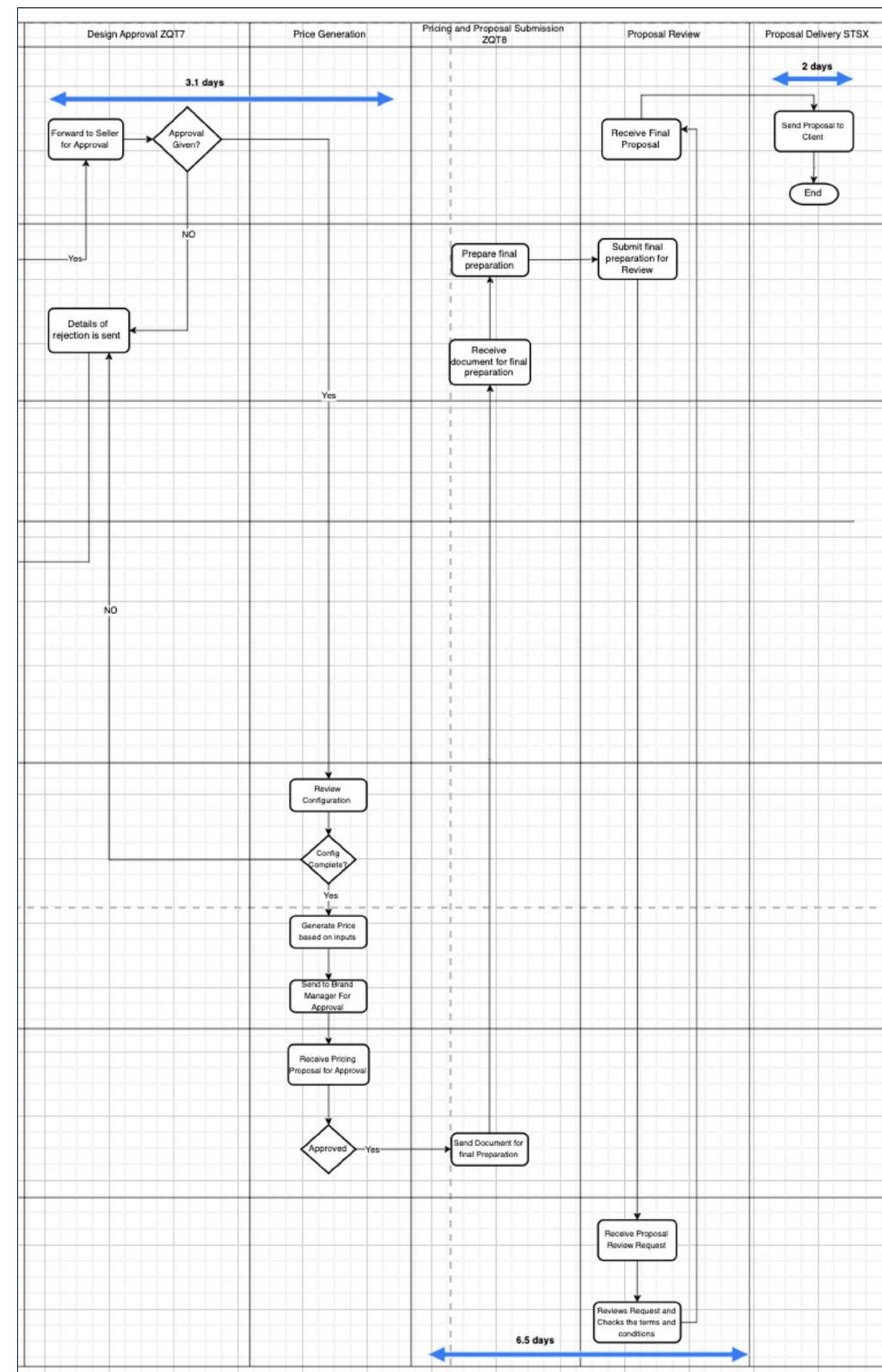


What are they saying about the process?

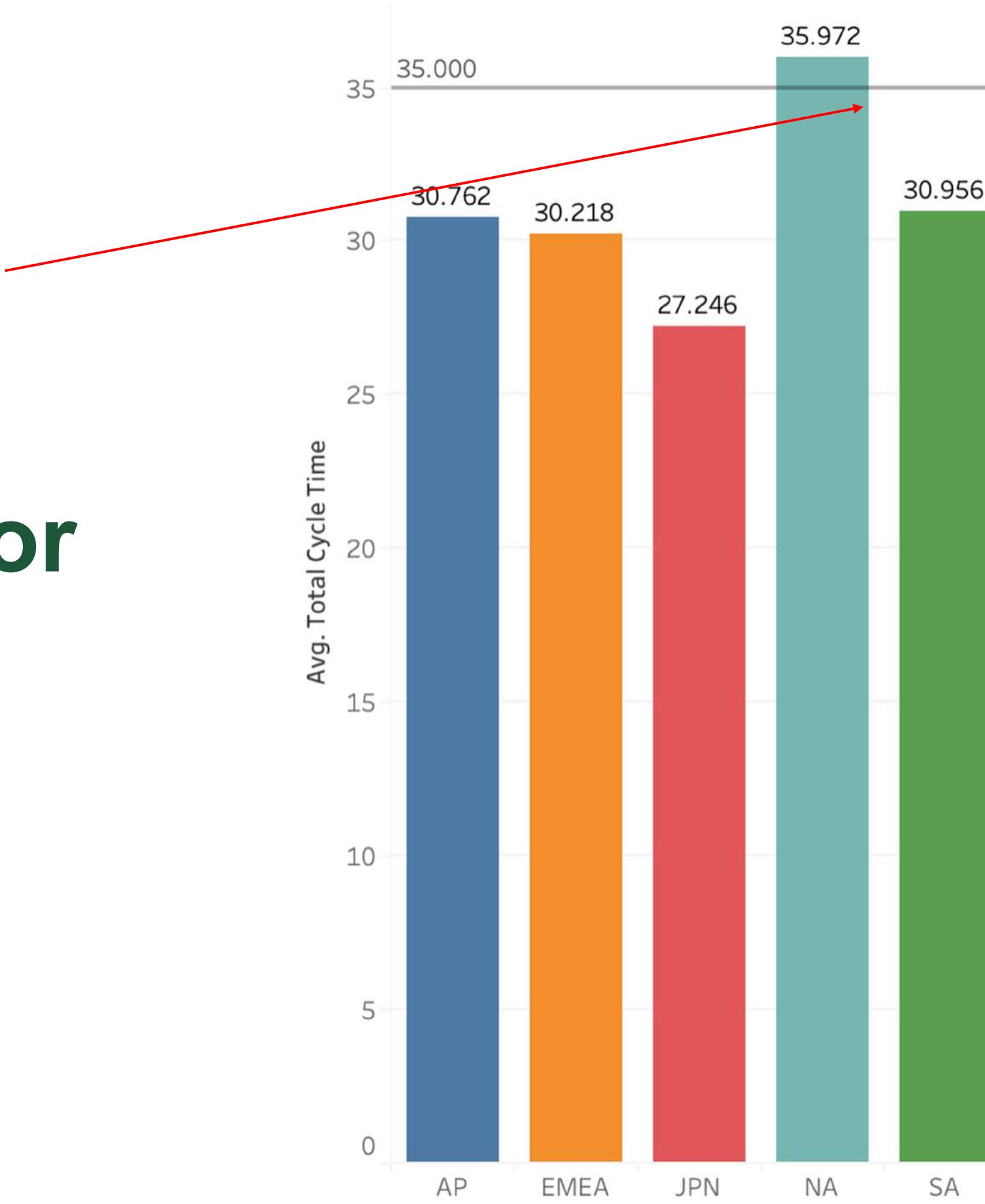








Average cycle time for each geography...

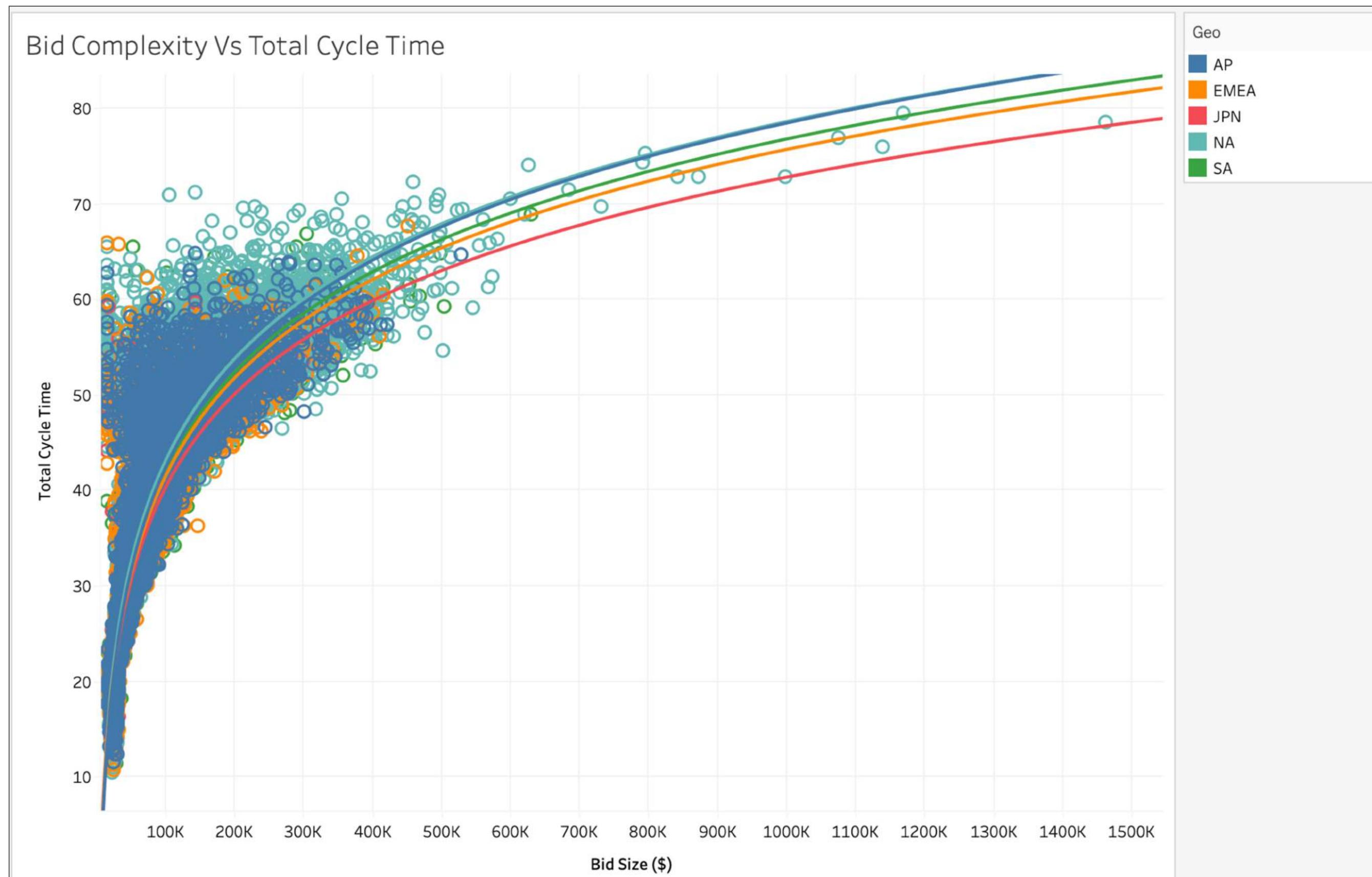


The background of the slide shows a modern office environment. A large, curved wall covered in various green plants and vines runs along the back. In the foreground, there are several wooden desks arranged in rows, each with a black office chair. The ceiling is high and made of concrete, with exposed pipes and ductwork. A series of white, spherical light fixtures hangs from the ceiling. In the distance, there are more desks and what appears to be a break room or lounge area with a sofa and chairs. The overall atmosphere is bright and airy.

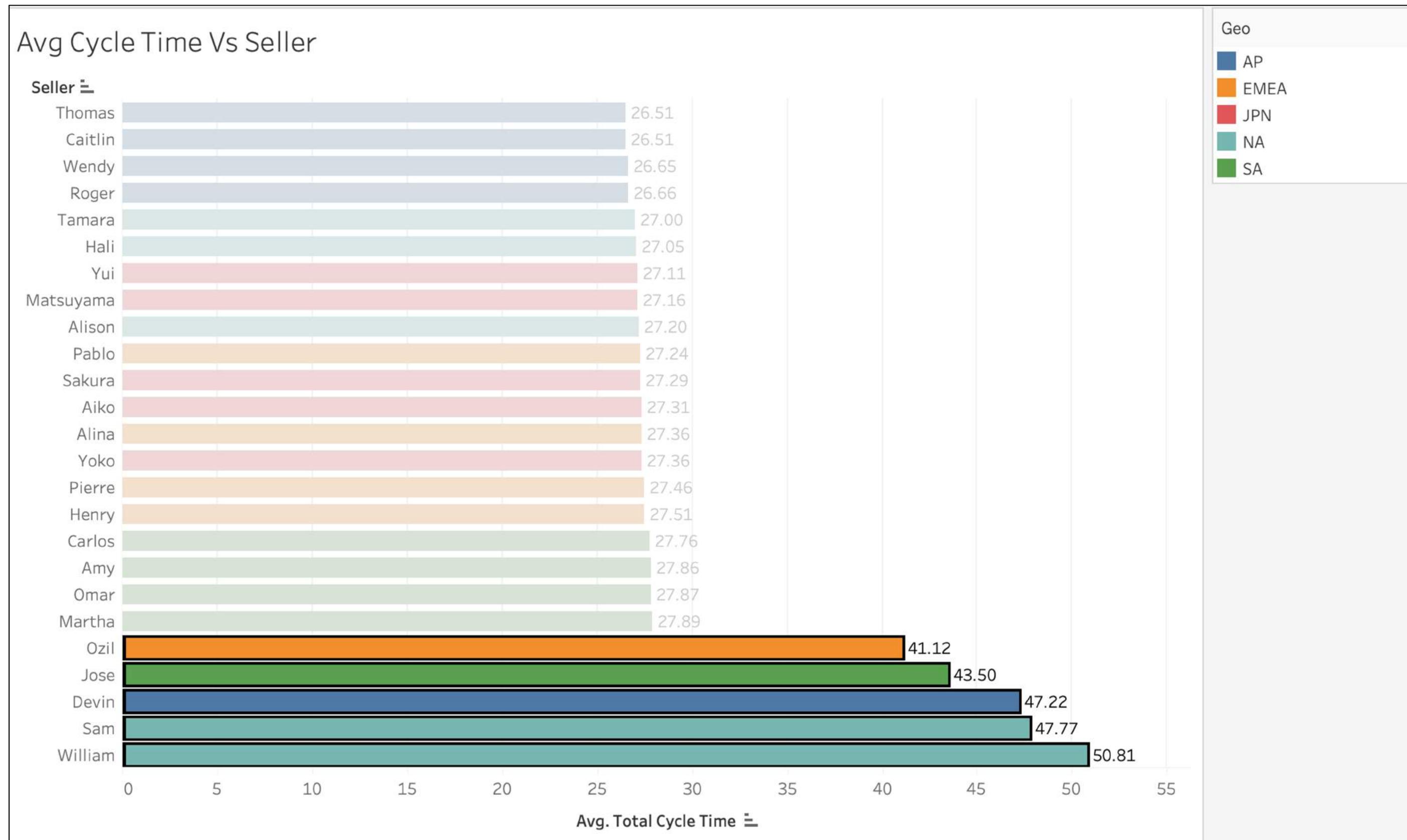
So North America is where the
problems seem to be at...

Or is it?

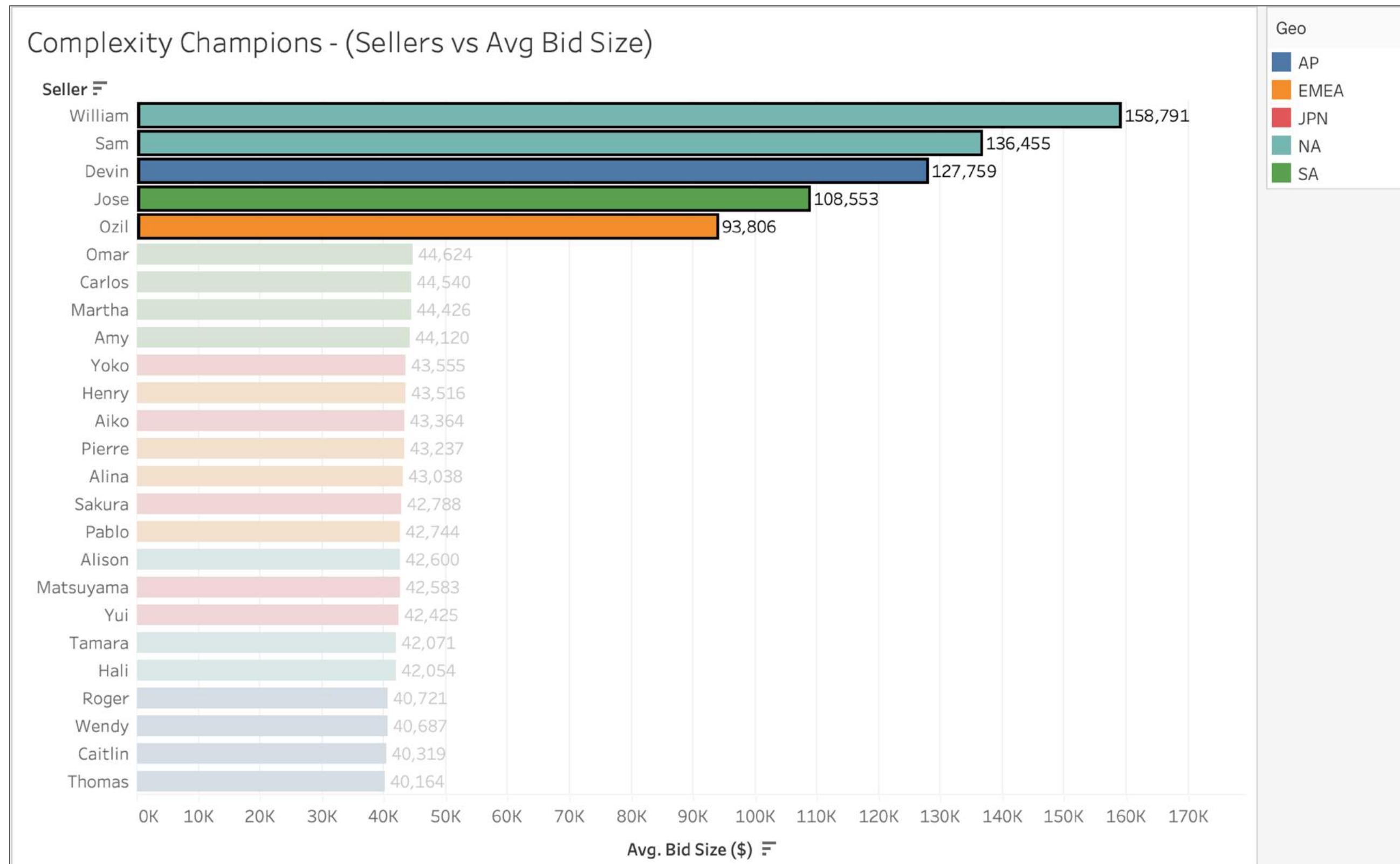
How bid complexity affects our cycle time



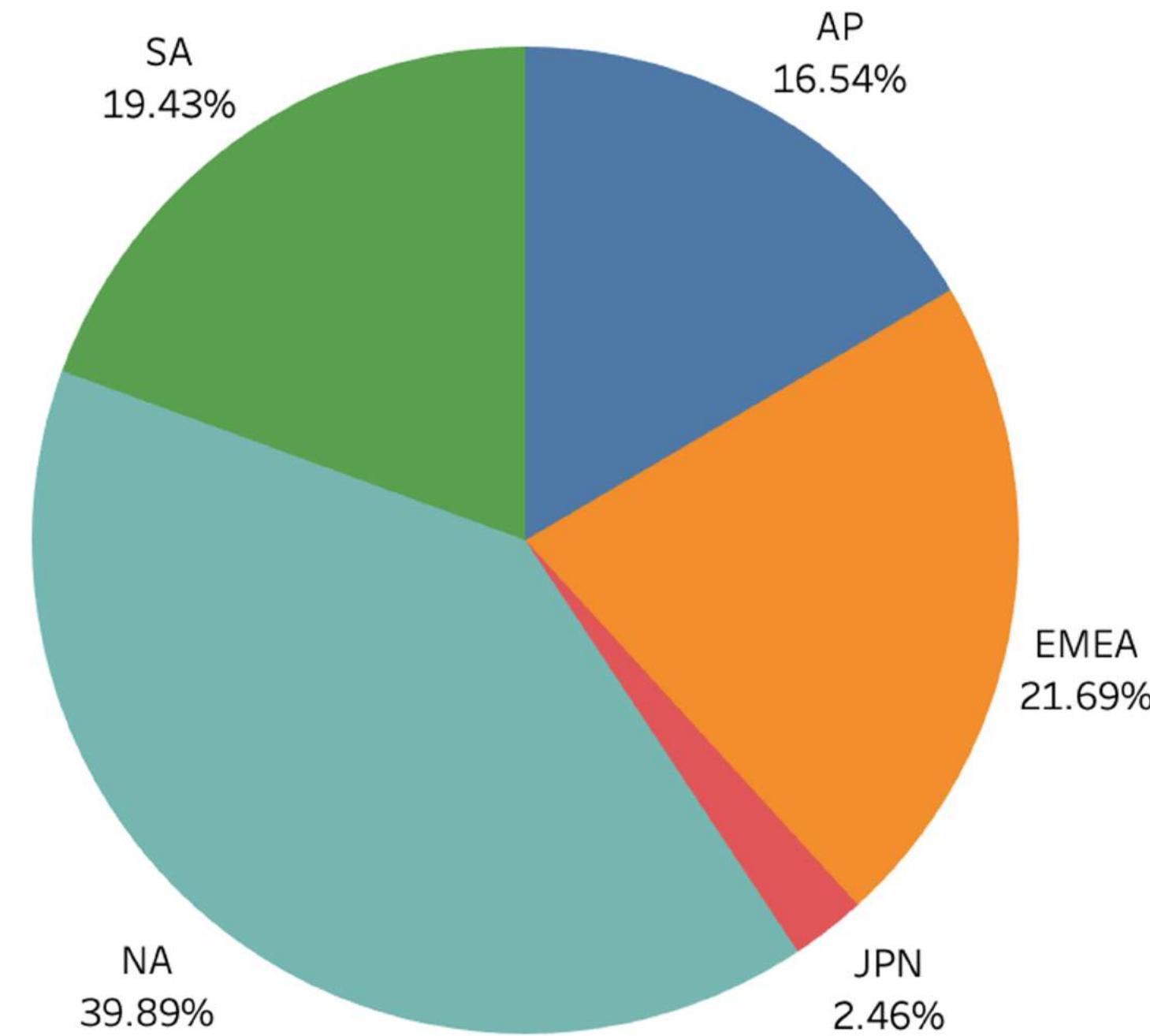
Only 5 sellers seem to be losing bids...



... who also happen to be the only ones handling complex bids



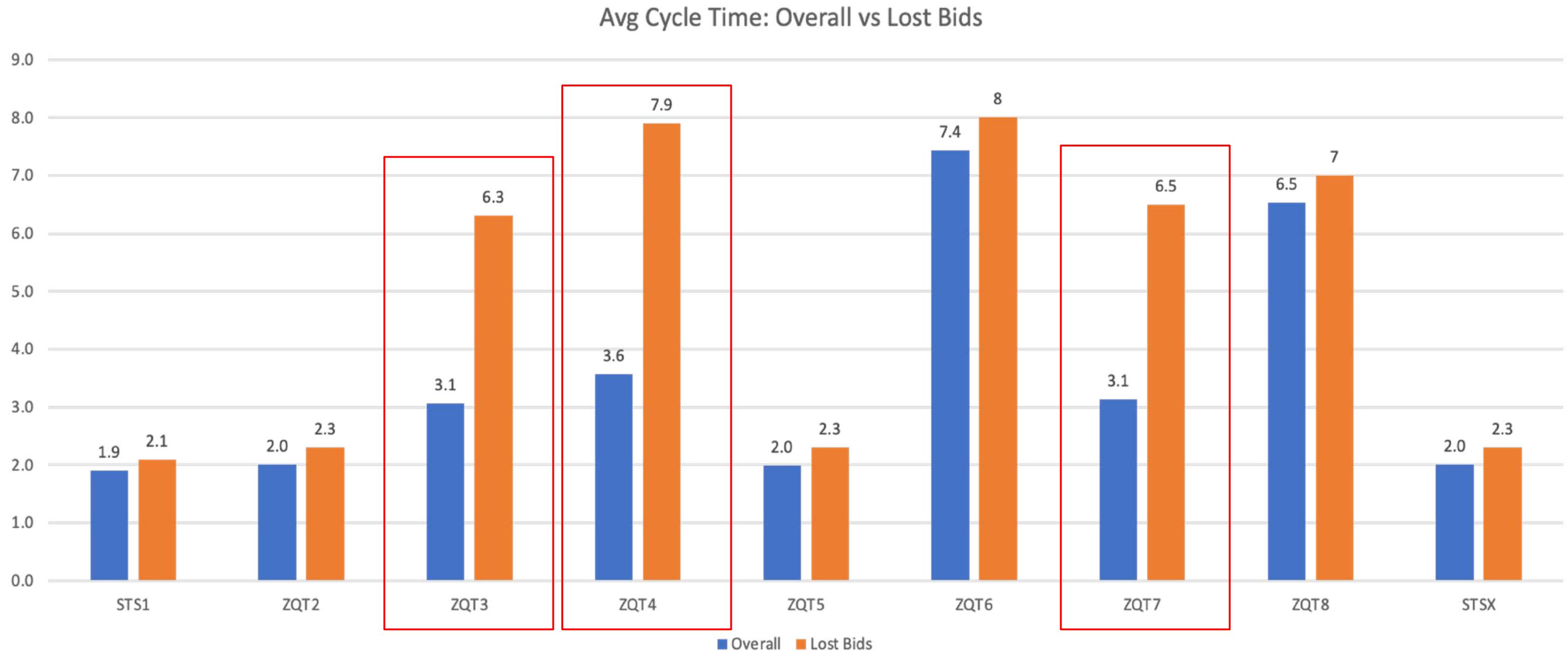
So except Japan, we've been losing bids everywhere



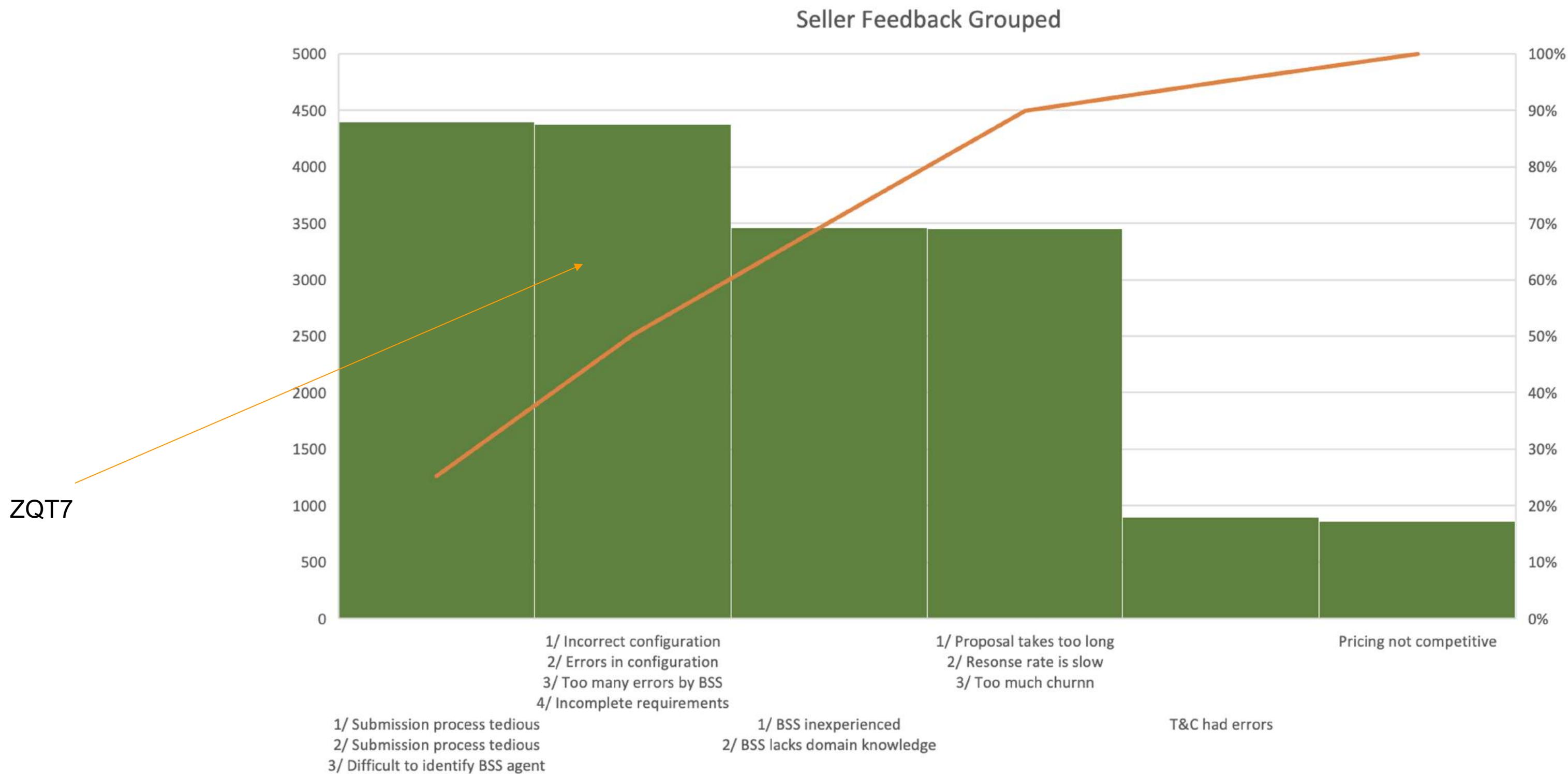
The background of the slide shows a modern office environment. It features large windows on the right side, allowing natural light to fill the space. The room is filled with various green plants of different sizes, some in hanging pots and others in large planters on the floor. There are several wooden desks arranged in rows, each equipped with a computer monitor and keyboard. The ceiling is high and made of wood, with exposed pipes and ductwork. A white staircase is visible in the background. The overall atmosphere is bright and airy.

Clearly, complexity of bids
seems to have to have the
biggest impact on cycle
time...

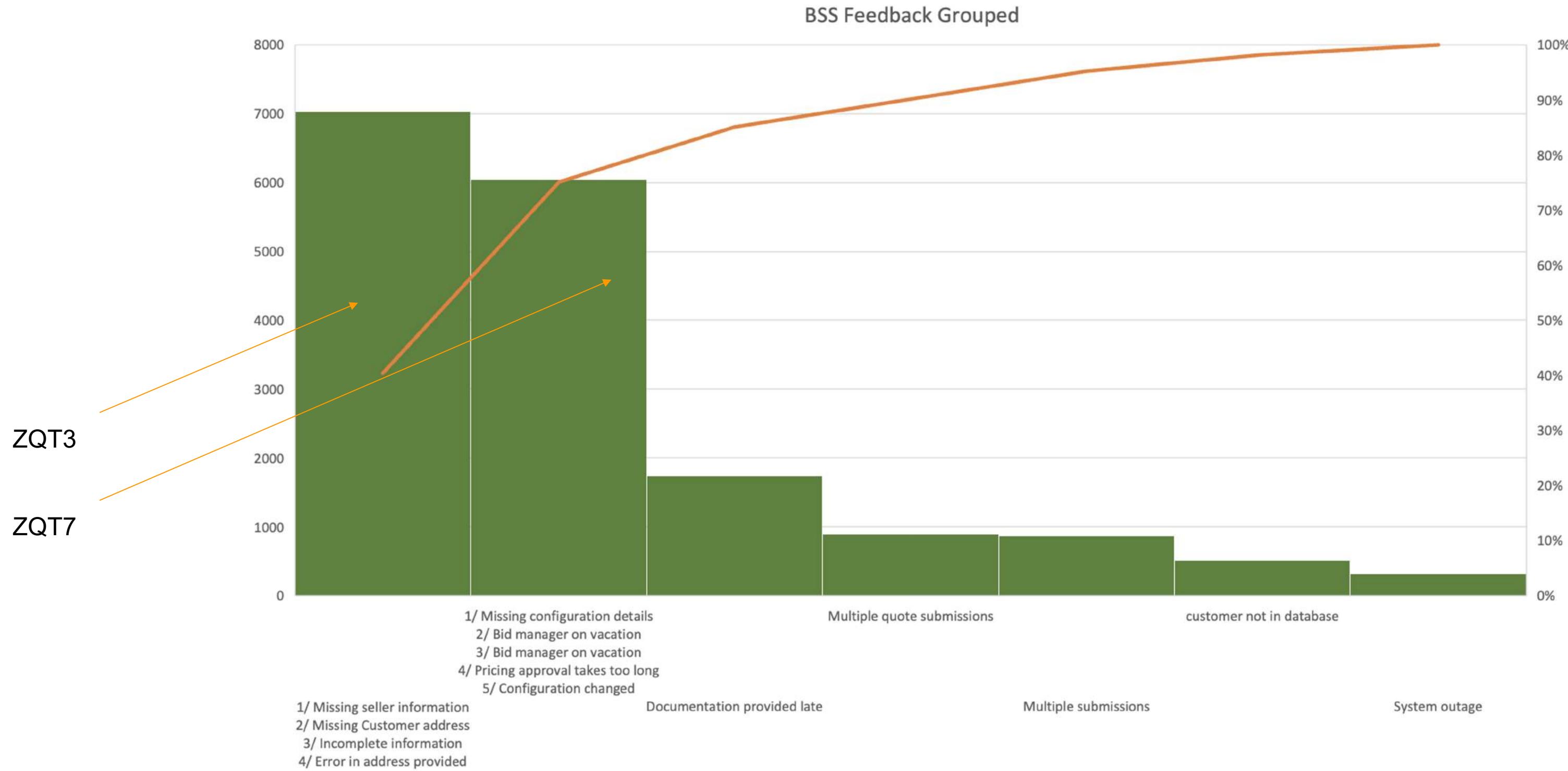
Taking a closer look at the bids lost... do you see it?



Let's look at the seller feedback again, but with a different lens...



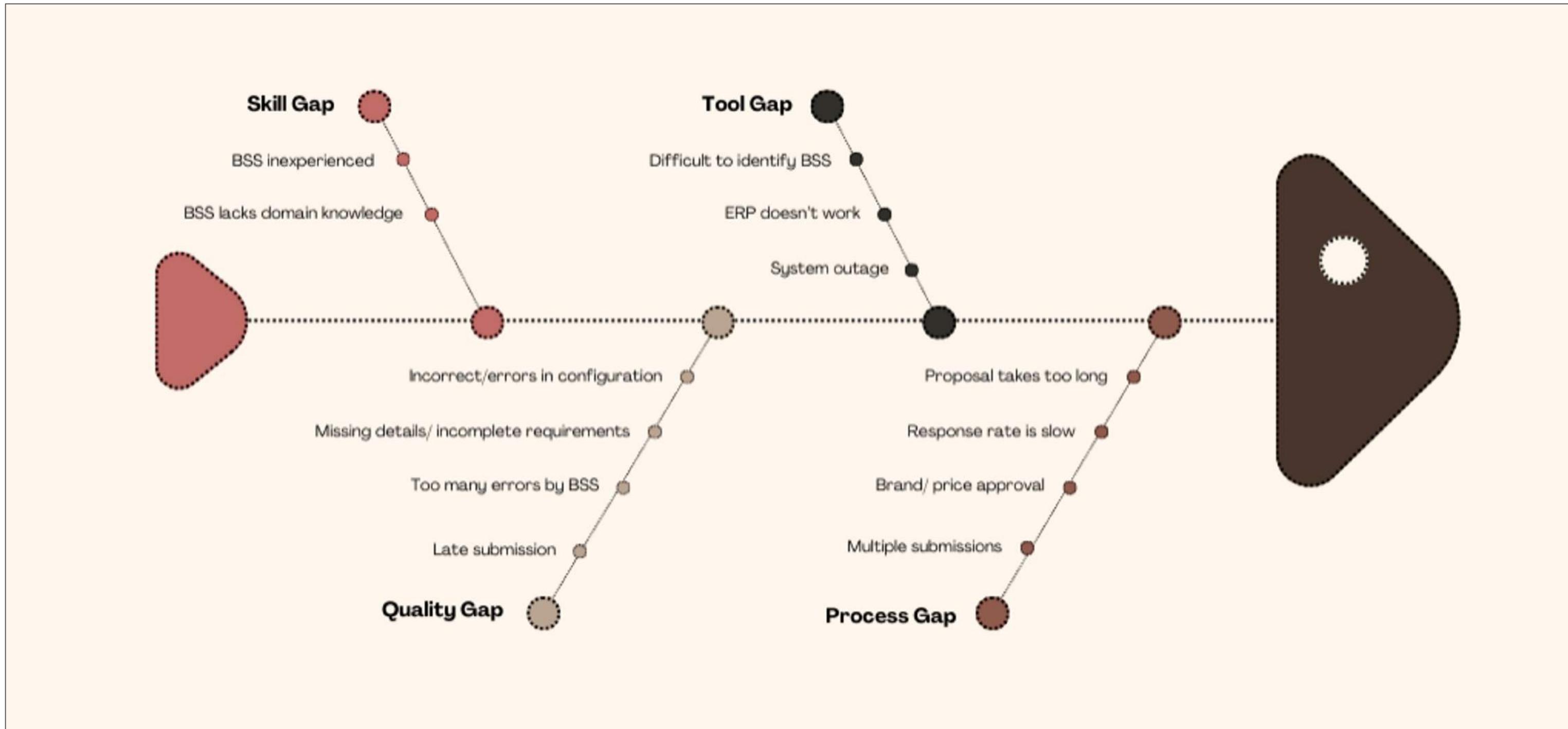
And the BSS feedback...

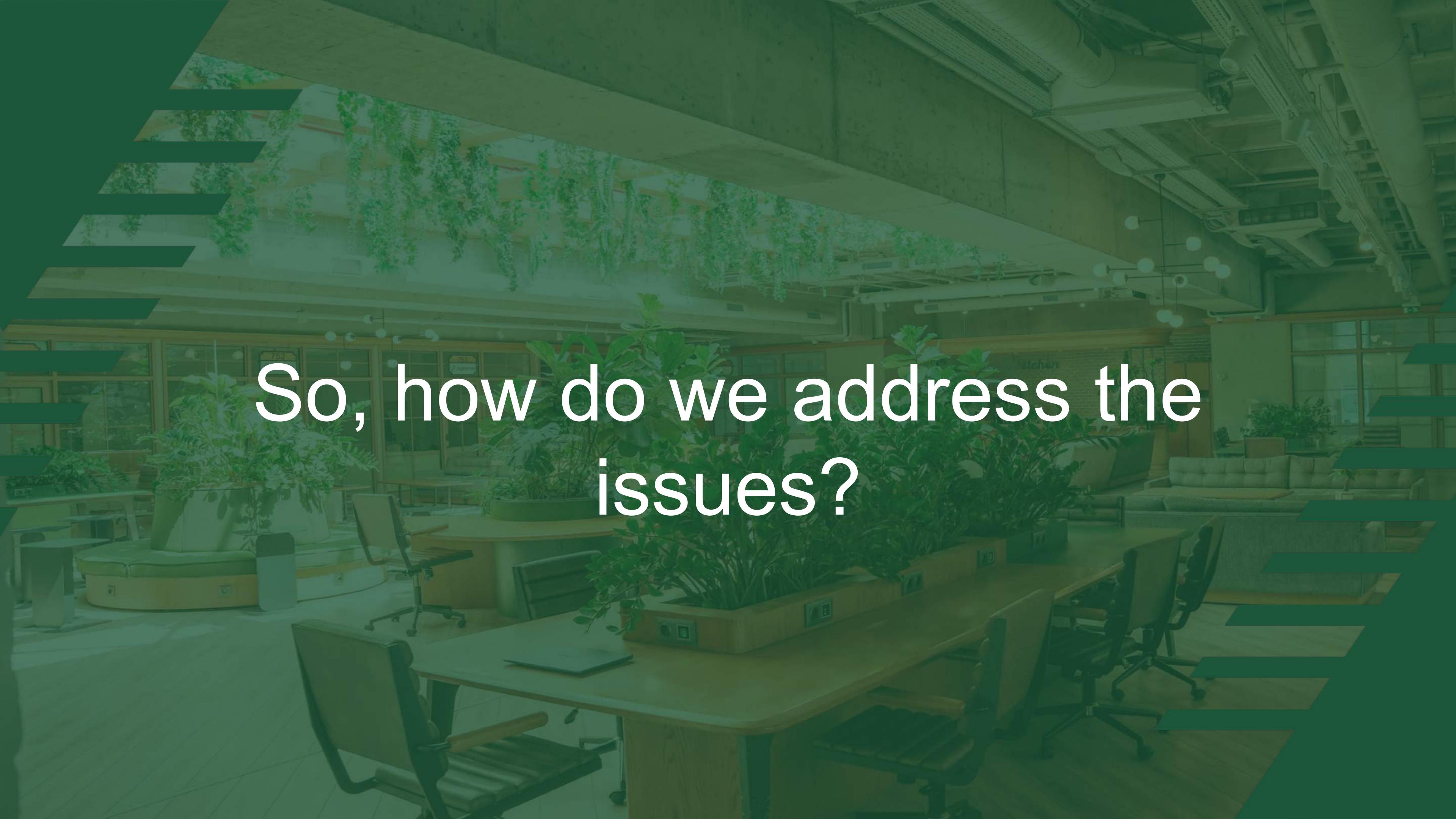


A wide-angle photograph of a modern office space. The room is filled with large, lush green plants of various types, including ferns and monstera, which are integrated into the ceiling and walls. The ceiling features a grid of recessed lighting and some exposed pipes. In the foreground, there are several wooden desks arranged in rows, each with a black office chair. A large, light-colored sofa is visible in the background. A small sign on one of the desks reads "752".

Validation... yay!

Based on our root cause analysis... we focus on:



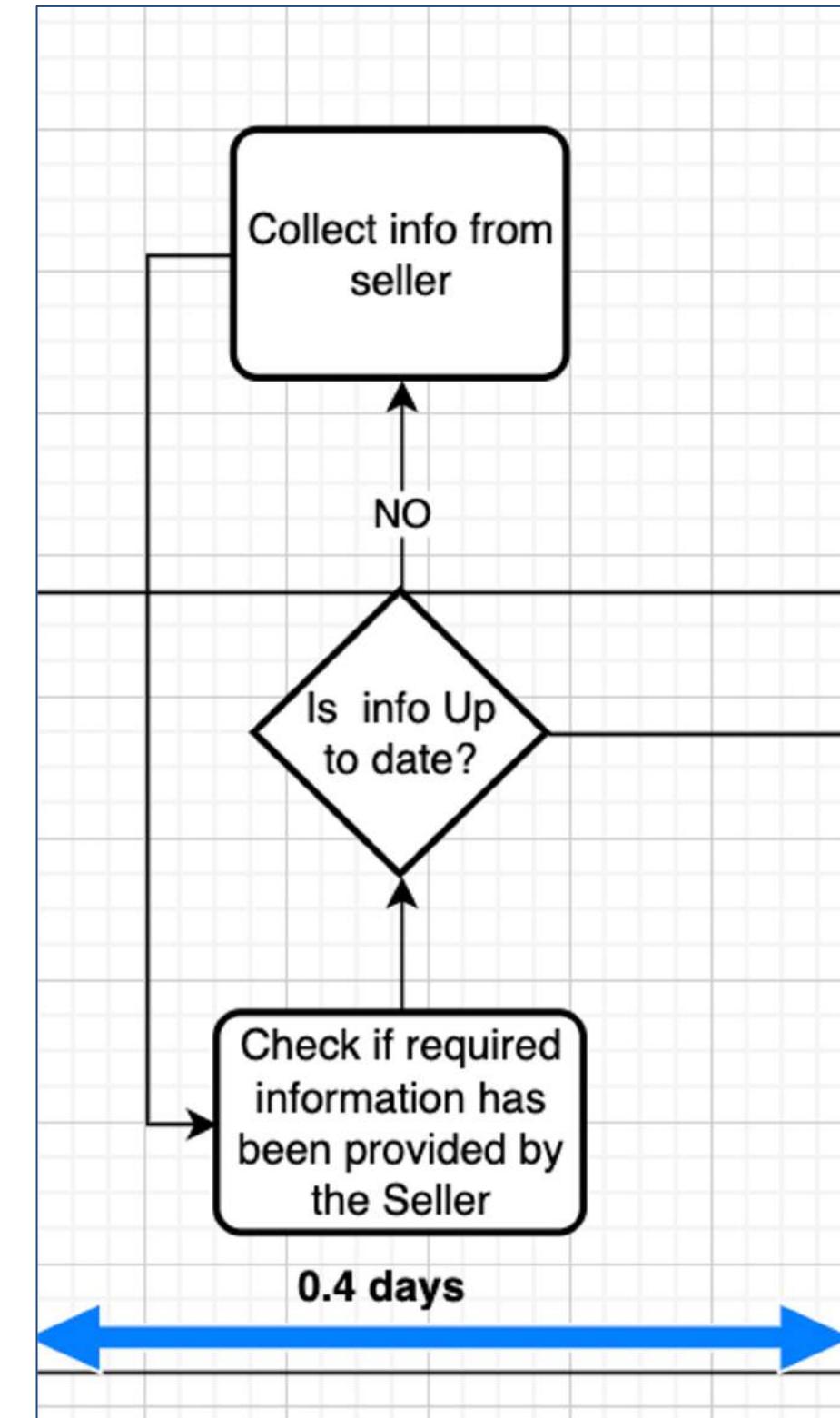
The background image shows a modern office environment. On the left, there's a large open-plan area with several desks and chairs. In the center, there's a prominent atrium with a green wall covered in various plants. To the right, there are more desks and a large window. The ceiling is high and features exposed pipes and ductwork.

So, how do we address the
issues?

Resolving Missing Info Issue: ZQT3

Create user friendly form on ERP and make required fields mandatory to eliminate handoff delays.

Days Saved: 2.7 days (90%)



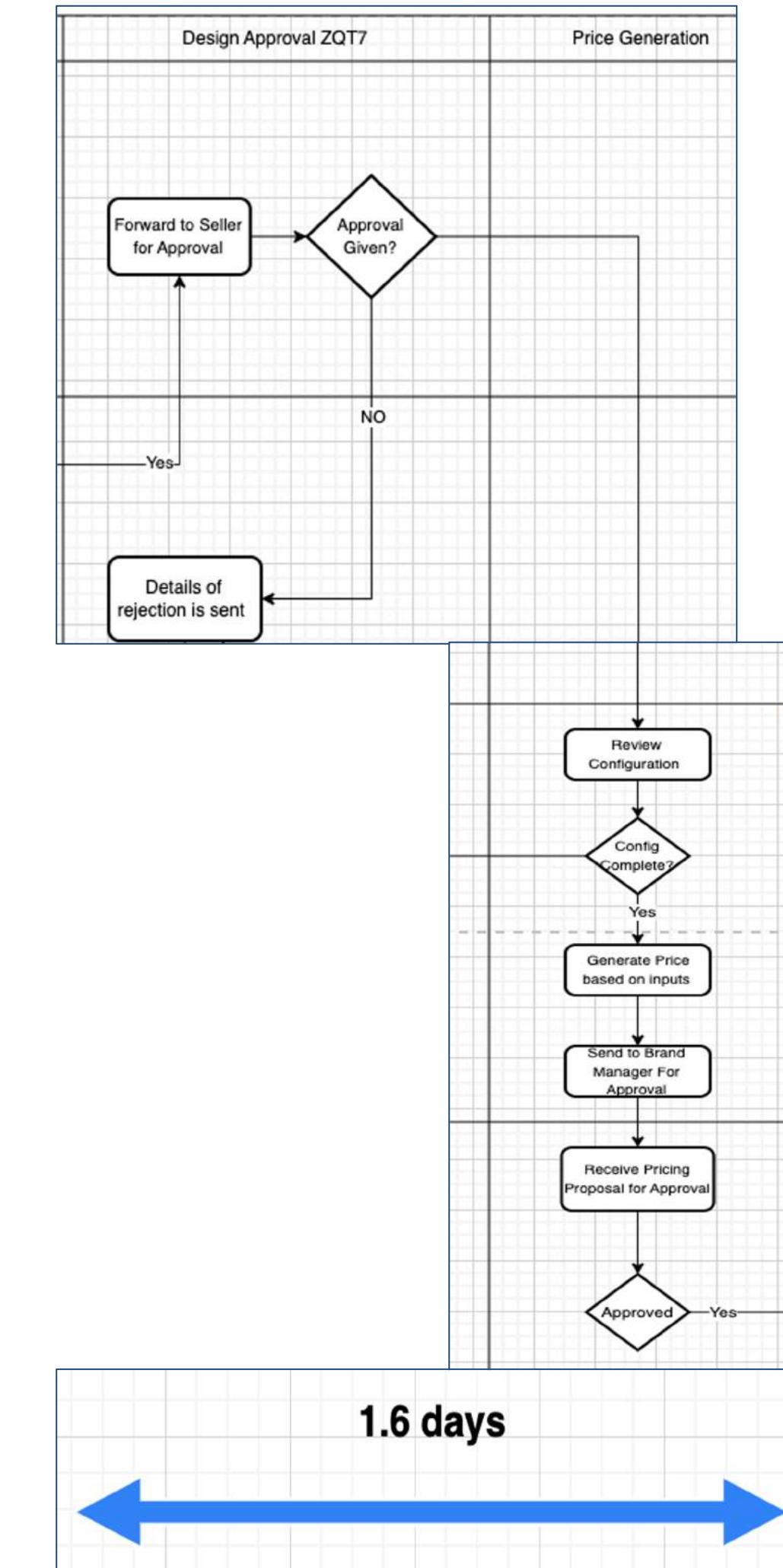
Resolving Brand Approval and Pricing Delays ZQT7

1. Explore the use of Pricing algorithm.

2. Remove Brand Approval Step**

Days Saved: 1.5 days (50%)

** Radical move



Resolving Inexperienced BSS Issue

ZQT4

1. Employee Training; Shadowing
Experienced BSS
2. Create SOPs to aid decision making
process
3. Review Hiring and Onboarding Process-
Experienced Hires

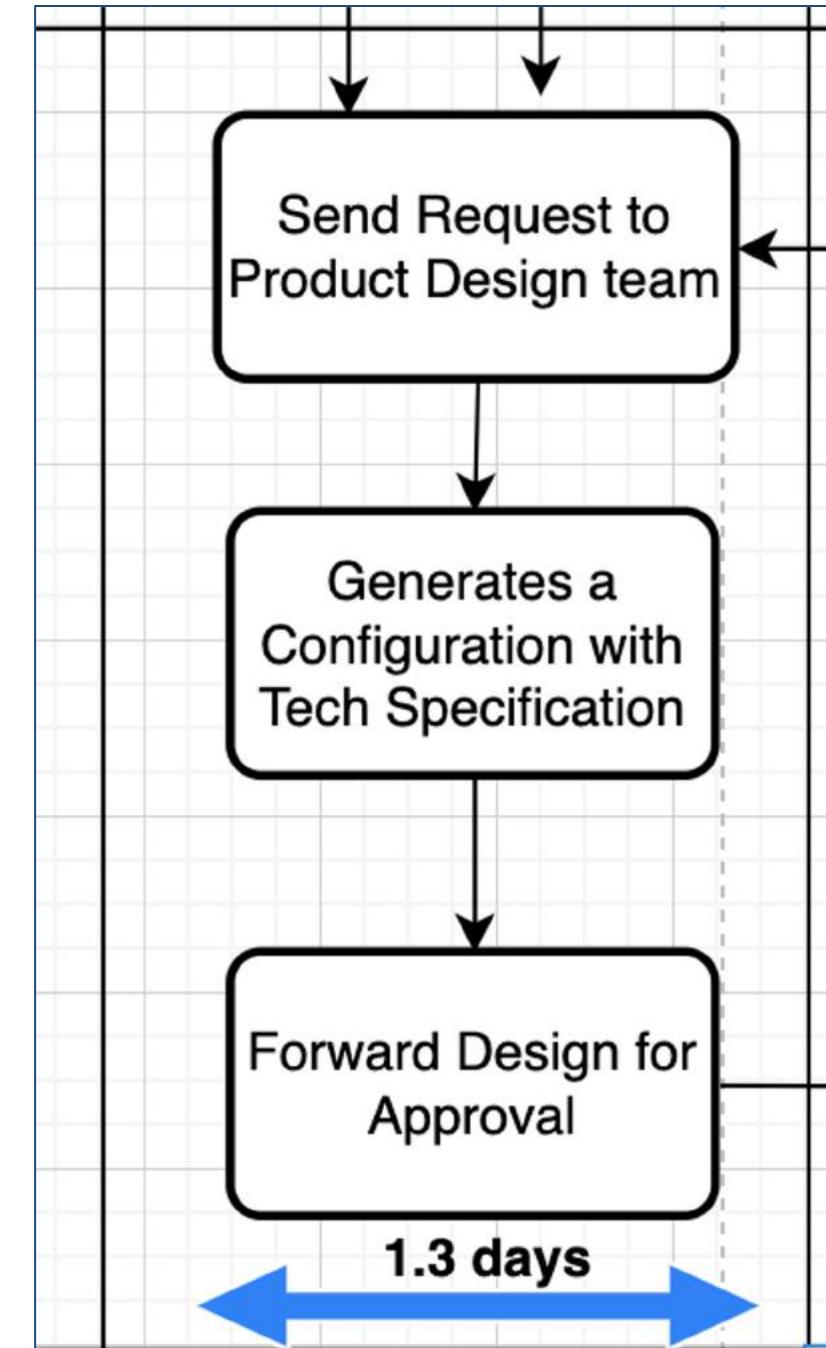
Days Saved: **1.8 days (50%)**



Resolving Errors in Product Config ZQT5

1. Bi-annual performance appraisal
2. Incentivize product designers with least errors.
3. Templatize technical specification document per brand.

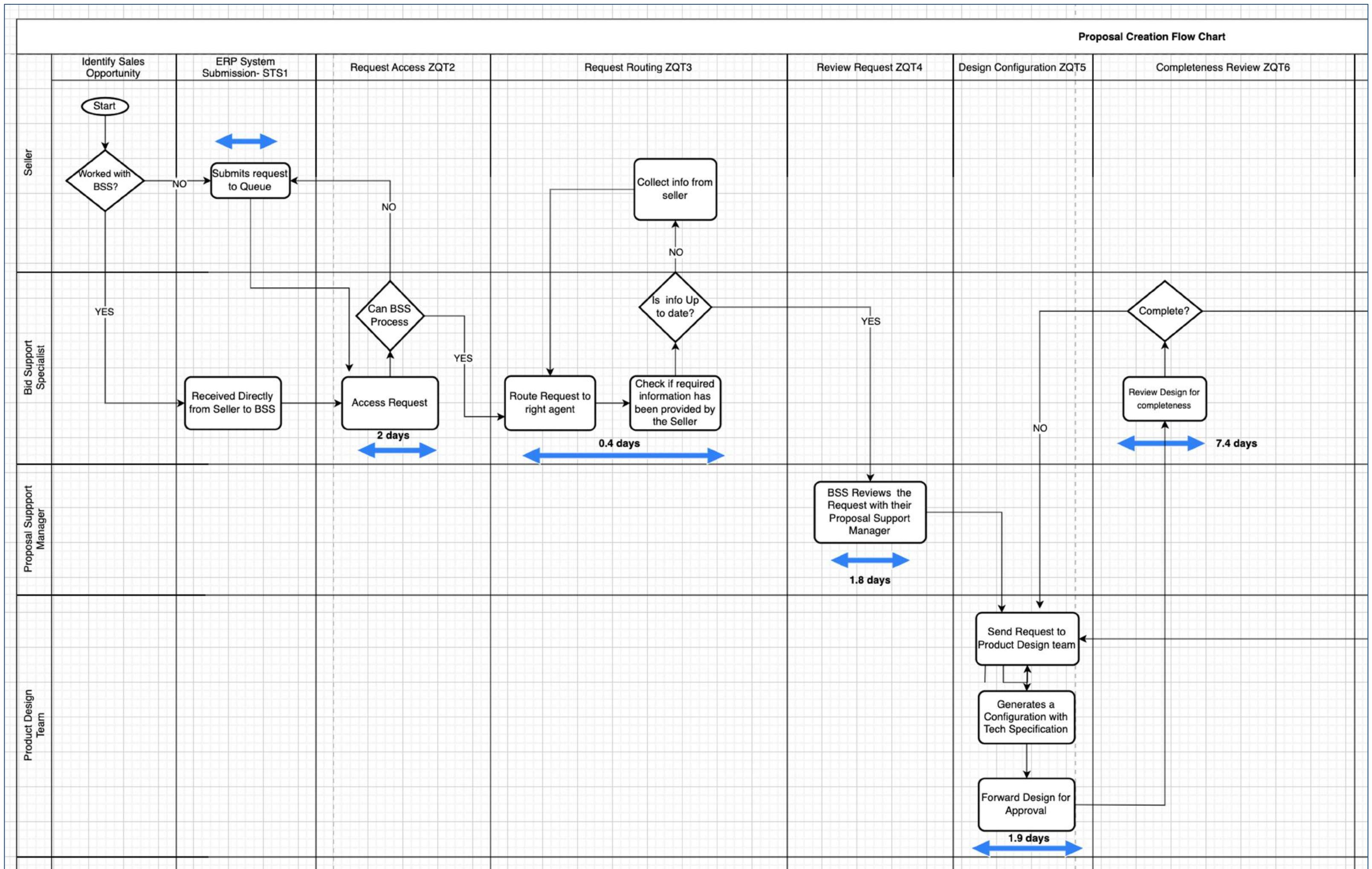
Days Saved: **1.3 days (68%)**

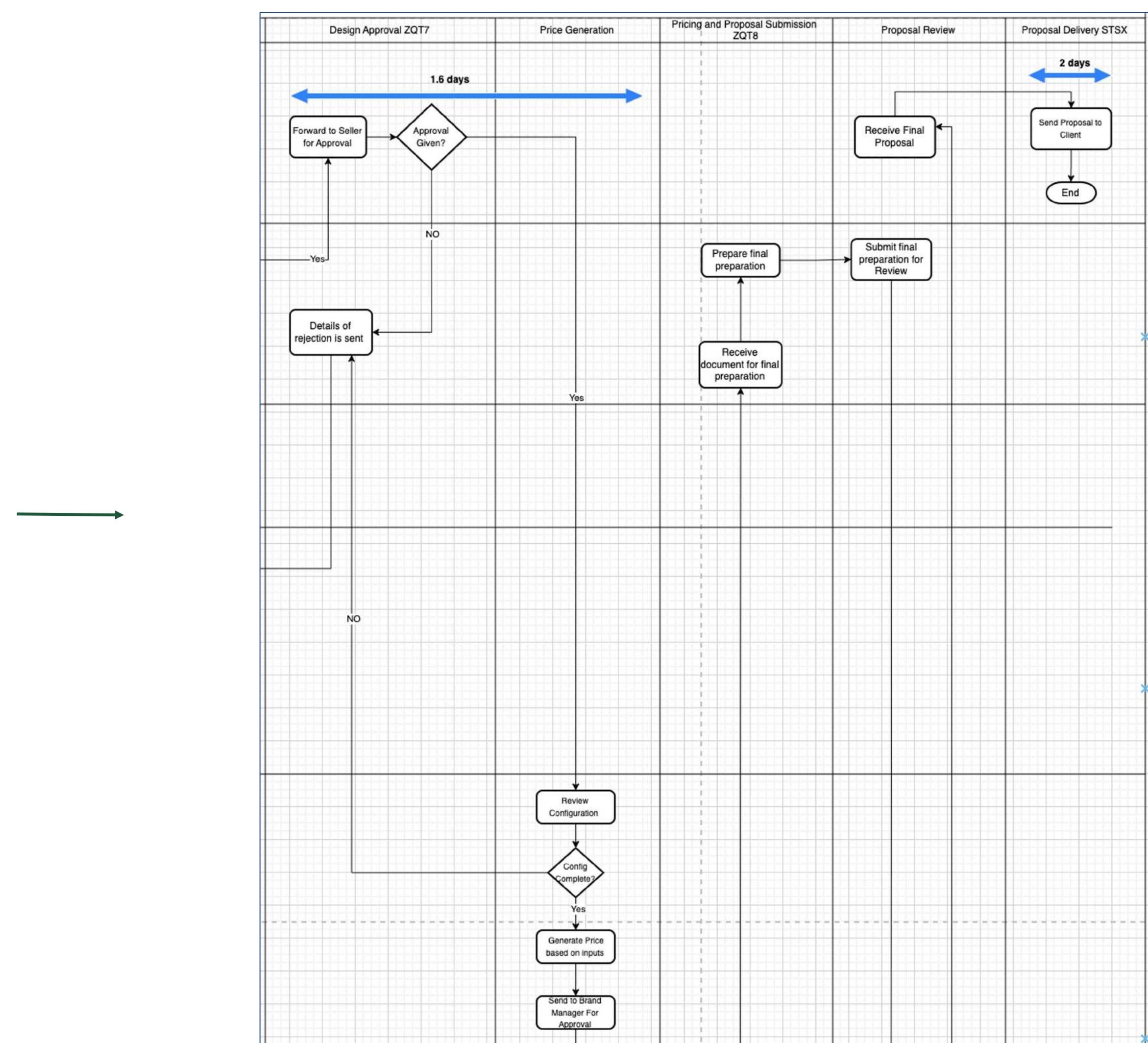


The background image shows a modern office environment. On the left, there's a large open-plan area with several wooden desks and chairs. In the center, there's a large, comfortable sofa and some potted plants. To the right, there's a more enclosed space with a long table and chairs. The walls are covered in green plants, and there are large windows on the right side. The overall atmosphere is bright and airy.

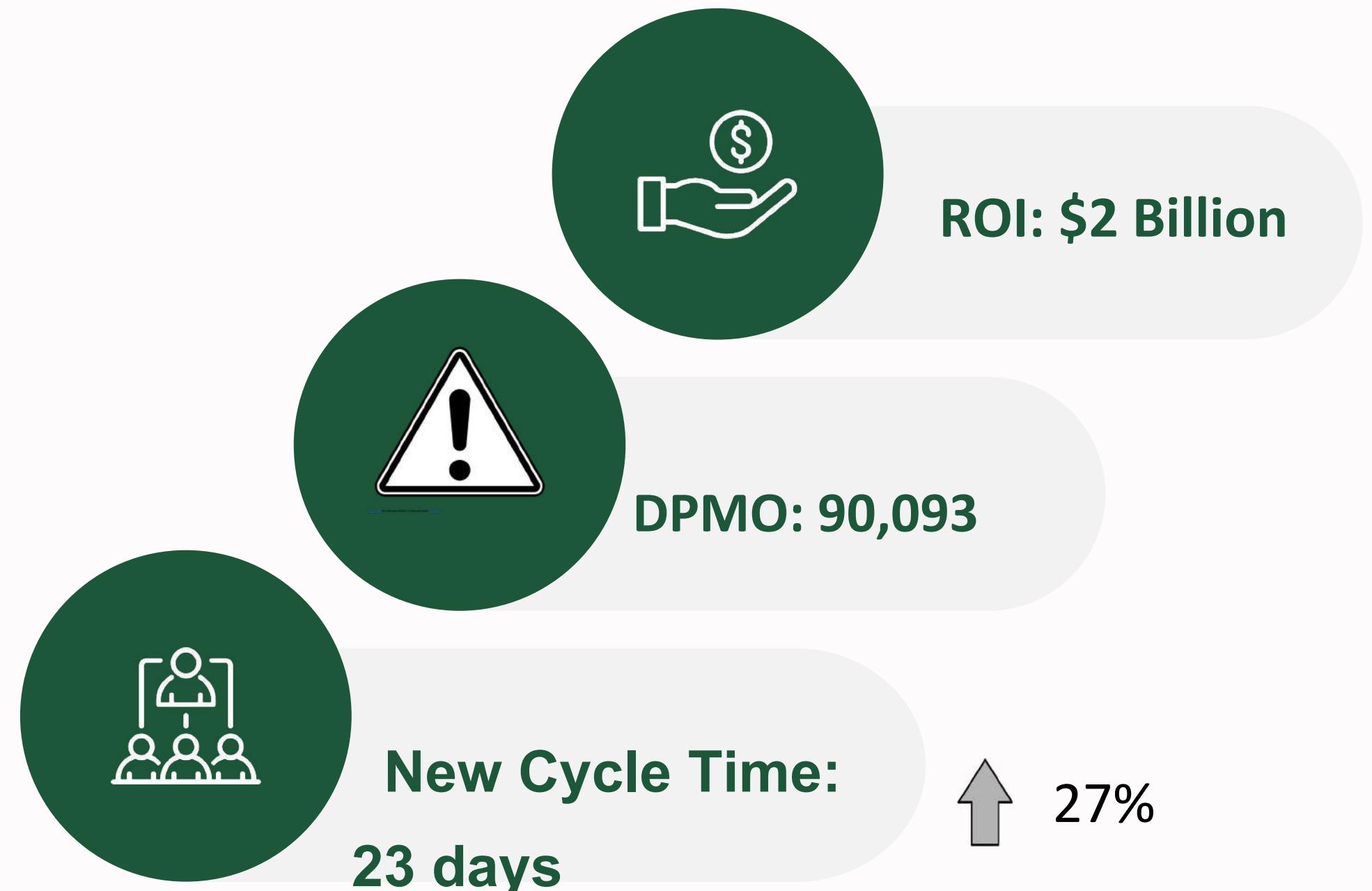
Process Map after Improvement

Proposal Creation Flow Chart



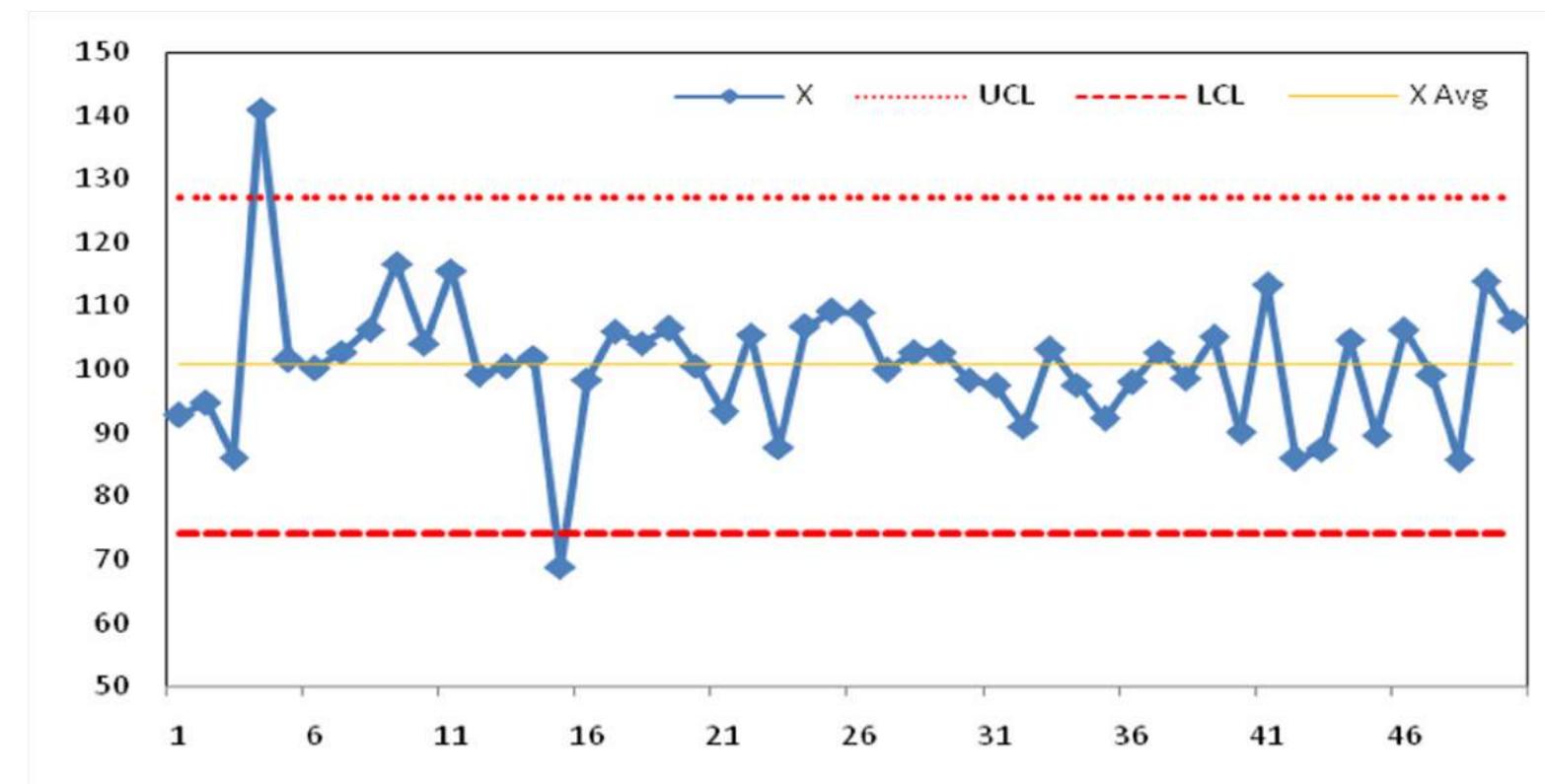


Projected Improvements



Control Plans

1. Develop a Detailed Control Plan to ensure that improvements are maintained over time
2. Develop appropriate SPC charts and maintain limits to avoid special cause variability



Our Team



Vishal Padhiyar



Rishiraju



Yi-Jyun Liao



Nana Amma Debrah-
Apomah

THANK YOU