**Problem Statement**

New Mills Foods is a specialty maker of food products, focusing mainly on grain-based items. The company started by processing grain into flour. New Mills later discovered they could use their raw ingredients to make their own food items such as cereal, energy bars, and cake mixes. They still sell flour, but the profit margin for that is lower than for finished products. The company has experienced increasing competition from lower-cost suppliers of grain, which affects all of those products. In addition, consumers have slowly been moving away from grain-based breakfast products to things like yogurt, eggs, and protein shakes. Searching for ways to increase profits by reducing costs, the firm has launched an initiative to improve its production and shipping processes and assembled a team on which you are a BA. Processes for

Producing Ready-to-Bake Products

Once an order is received from the warehouse, it is transmitted instantly to the food production department. A copy of the order prints out and a record is added to the production database. One member of the crew operates the input machinery and dials in the needed ingredients needed for the product. Another one makes sure all needed supplies are present (inner and outer packaging and glue). Another crew member loads cellophane into a machine that makes bags for holding the finished product. An additional crew member loads pre-printed box materials into a packaging machine. After product ingredients are mixed, they move by conveyer belt to be poured into the cellophane bags. The machinery seals the bags and moves them by conveyer to another station where a crew member oversees the bags getting placed into boxes, which are then sealed with glue. The boxes move by conveyer to a station where they are loaded into shipping boxes 24 in a box. Occasionally some boxes don't assemble properly as they are filled. If that happens, a crew member pulls the products off the conveyer and puts them in a problem bin. A “runner” comes by periodically to retrieve the bins and dispose of the problem products. More often than not, the problem boxes are thrown away due to lack of staff to resolve the issues.

Process for Shipping Products

As completed boxes are filled, crews place them on pallets to be delivered to the shipping department. Once a pallet is filled, a crew member moves it to the shipping area. Given production volumes, this movement of pallets occurs dozens of times a day. Once in the shipping area, a shipping clerk matches the pallets with bills of lading. Those are documents that will assign the pallets to appropriate trucks for shipping. If no bill of lading is available, the pallets remain stacked in the shipping area, sometimes for days at a time.

For the above Case Study, please answer the questions.

**1. Given the findings of the team, what would be a reasonable next step?**

**a. Determine the potential value of the current production and shipping systems.**

**b. Determine if the current production and shipping systems are delivering the most potential value.**

**c. Determine desired business objectives that affect production and shipping.**

**d. Measure how the current solution is performing relative to the value it provides**

The most appropriate next step would be :

Determine desire business objectives that affect production and shipping

Understanding the desired business objectives is crucial before making decisions or improvements. This step involves aligning the goals of the production and shipping processes with the overall business objectives to ensure that efforts contribute to the company’s success.

**2. Which of the following techniques would be the most helpful to understand the limitations with the current production and shipping processes?**

**a. Metrics and Key Performance Indicators**

**b. Business Capability Analysis**

**c. Focus Groups**

**d. Benchmarking and Market Analysis**

The most helpful technique to understand the limitations of the current production and shipping processes is:

Business capability analysis

Business capability analysis helps in assessing the capabilities of the organization in terms of people, processes and technology. It provides a comprehensive view of the current state, identities gaps, and helps in understanding limitations in the existing processes.

**3. Which of the following stakeholders will help to understand value assessments for the process improvements and identify ways to improve solution performance and increase value realization?**

**a. Project Manager**

**b. Domain Subject Matter Expert**

**c. Implementation Subject Matter Expert**

**d. Tester**

The stakeholder who will help understand value assessments for process improvements is :

Domain subject matter expert

A domain subject matter expert possesses in-depth knowledge of the subject business area, in this case production and shipping processes. They can provide insights into current practices, identify opportunities for improvement and contribution to value realization.

**4. One of the factors driving the need to reduce costs is that customers are switching to other breakfast products. The effort to reduce costs will help with short-term profits. Besides influencing skills, which of the following competencies will assist you in ensuring that the long-term need for new product lines is addressed?**

**a. Negotiation and Conflict Resolution**

**b. Creative Thinking**

**c. Problem Solving**

**d. Benchmarking and Market Analysis**

The competency that will assist in ensuring the long-term need for new product lines is addressed is:

Creative thinking :

Creative thinking is essential for generating innovative solutions and ideas. It will help in identifying and exploring opportunities for introducing new product lines that align with changing customer preferences, ensuring long-term business sustainability.