

Example of report on initial situation

Business, Company



Business Process Improvement

- Project Proposal

Abstract

This technical report demonstrates comprehensive, documented evidence that indeed I am competent to lead a program to improve the productivity of a small/medium sized organization by applying the principles of the Toyota Production System (TPS) in Freightways Limited in New Zealand.

Introduction

The purpose of this investigation is to analyze and assess the operations of Hunter Powell Investment Partners Company and incorporate BPI principles to the workshop in order to raise the company's productivity. Freightways Limited is a medium size company in New Zealand that provides business mail, express package and information management all over New Zealand. As a national company, Freightways Limited offers point-to-point courier, network couriers and postal services. Alongside that, it also offers a delivery solution and mail processing to the general business community (Shurtleff, 2010, p. 234).

Background

While conducting this report, I have addressed issues pertaining operations and all management of the company to the staff at Freightways Limited who play a key role in all operations of the company. This investigation was conducted at the organization's premises and the audience/clients were the members of staff in Freightways Limited. While interviewing these staff, I

asked all questions pertaining to operations and management of the organization. It was after a comprehensive observation that I identified loopholes in the management of the company.

After working in Freightways Limited I noticed a couple of appalling issues in some spaces that I use as part of my daily life particularly in the workshop sector. Among the appalling issues are daily operations in the workshop. I witnessed laxity among many employees who were much relaxed, inattentive and performed little work which is unexpected. The company has spelled out clear rules and regulations that ought to be followed by all persons regardless of the position they hold. For instance every employee is expected to work diligently while following all guidelines related to work and management in their position. Wastage of time was the order of the day; many employees in the workshop took advantage of the minimum supervision and discussed issues that do not relate to their work. On different occasions also, I witnessed wastage of resources, this time around was much different. Printing and manufacturing materials were badly used by persons in the workshop which is contrary to the rules and regulations of the company.

Initial Assessment of Likely Benefits

My assessment in this company was based on performance and overall management in the workshop where various activities take place which include; production, processing and packaging. Activities in the workshop affect economic productivity of Freightways Limited in a big way. This is the area where paperwork is done including printing. In my assessment of the

company's operations, I discovered that there is a major issue that stands out; lack of commitment. Laxity among members of staff poses a big threat to the company. For instance, it is arguably the biggest constrain of growth as manpower and loyalty are limited (Grover, 2008, p. 56).

Implementation Plan (Proposed Method)

Implementing the Toyota Production Systems (TPS) will be of much importance to the operations of the workshop. This will help in the overall activities of the organization which include; reducing lead-time from order to cash by eliminating waste from the workshop. This will involve involvement of all employees in that department to matters of cohesion building. Cohesion building will involve use coherent activities aimed at harmonizing employees and recognizing their efforts. This step will trigger more possibilities and enhancement of team building and production.

- Project Report

Executive Summary

Following the above findings that depict attenuation in the management of the workshop, it is in order for me to propose application of the Toyota Production System (TPS) which I suggest will significantly change the management of Freightways Limited. Freightways Limited has value added and non-value added components. Seemingly, a big challenge is faced by practitioners in this section on a daily basis who work endlessly to ensure that all operations of Freightways Limited are done in the right way.

Findings (Revised Sections from the Projected Proposal)

The following are principles of the Toyota Production System which I will use as the leader of the lead program to improve. Having established the right agents to initiate my proposed, I will focus on improving working conditions in the workshop using the following TPS criteria;

- Note right first time
- Stock turns
- Delivery schedule achievement
- Value-added person (VSAPP)

Investigation Method (Actual Method)

First, I will analyze TPS. TPS or the Toyota Production System was initially developed to specifically account for all specific issues facing a company. Ideally, the concepts and revolutionary ideas which are initiated at Toyota have mainly been used by many industries and organizations all over the world. TPS principles have been of great help to companies especially in helping them make informed decisions that are geared at maximizing profit. Arguably, the goal of organizations using TPS is to offer specific goods and services with the correct quantity intended to suit the customers' expectations.

It is after critically analyzing shortcomings and drawbacks of Freightways Limited that I came up with this idea which I trust will be of great help to the company's overall performance particularly in the workshop. To start with, I have defined value which has been the most difficult task Freightways Limited has undertaken. Using TPS, a lot of appalling issues will be addressed with an ideal solution. Seemingly, I am certain that if this metric

value is fully implemented, it will allow Freightways Limited to have a very clear vision particularly when analyzing processes and activities in the workshop. Freightways Limited does not like waste, however if waste is not to be defined at length then it cannot identify waste and therefore the moment waste is identified, it can easily be eliminated. After analyzing activities in the workshop that are accrued to waste, I noted that there were a couple of waste activities that consume resources, time and space in the workshop and unfortunately, none of them add value.

I identified the following activities which need to be looked at keenly;

Waiting – a lot of employees in the workshop idle around and waste a lot of time that could be used productively.

Unnecessary/excess motion – In the workshop, there is a lot of movement of equipment or people that also do not add value. These movements are unnecessary as they are a waste of time.

Defects – workers spend a lot of time on repairs and reworks. Ostensibly, very little time should be taken to repair equipment so as to save time (Mohapatra, 2013, p. 452).

Results, Analysis and Discussion

Applying Toyota Production System principles in the workshop at Freightways Limited will have a positive effect on the company in the long run. A lot of changes will be felt in the operations which will contribute to the success of an effective workshop. Change will only be realized if the following is taken into account;

Benefits that Might Accrue from Applying the TPS

As found earlier, wastage of time and resources contributes a lot to the performance and operations of the workshop. If employees learn to save time and utilize resources, operations in the workshop will be effectively undertaken.

- Developing a competitive world class manufacturing operation

Developing a competitive environment in the workshop will hasten productivity. Hastening produced in the workshop will have a great impact on the operations of Freightways Limited at large. Workflow and manpower will be enhanced more unlike before. In addition to that, the quality of the operations in Freightways Limited will be increased while the cost of operation will decrease.

The risks of implementing principles of Toyota Production System (TPS)

Among the limitations that may come along with implementing TPS to Freightways Limited are that there could numerous challenges and constraints from members of staff hindering implementation of this principle. Secondly, change of culture may not pretty well work out in this case. Quite often, people do not buy into ideas that they are not familiar with which could impact negatively to the implementation of the TPS principles (Kerzner, 2009, p. 214).

Summary

Implementing the principles of Toyota Production System in Freightways Limited entails a lot. It is an ongoing process which is aimed at restoring cohesion, understanding and cooperation in the organization. This proposed

implementation is meant to alter a couple of items while instilling new and effective aspects to hasten operations and management in the workshop.

Conclusion

In conclusion, it is worth noting that each sector and area in an organization play a key role in the activities of the organization at large. In Freightways Limited for instance, if an application of TPS principles succeeds, immense change will be felt in the workshop. As earlier depicted, change always involves all parties involved. This study has put into consideration all aspects concerning moral, ethical, cultural and economic factors which are aimed at improving activities in the workshop at Freightways Limited where many activities take place. It is worth noting that in order to realize this change, issues pertaining cohesion, love, unity and consideration should be taken into account.

Limitations of the Study

The limitation of this study has several limitations ranging from findings to the analysis. These limitations include lack of primary information from members of staff in Freightways Limited and laxity in responding to questions. For instance, finding crucial information of the organization was a big hindrance. A lot of information was required to conduct a good analysis of the company. Ostensibly, the response by selected members of staff was limited to some extent. Some employees did not provide the right information. However, the findings were accurate and they corresponded with my analysis of the company.

Future Investigation and Research

The management of Freightways Limited has worked closely with its employees in order to determine drawbacks, benefits, challenges and strengths of the company. This research will discover hidden factors inhibiting growth and development of the organization. Another analysis of the company done in the future should be well detailed with proper facilities that give credible and direct information of the company. This research will help determine drawbacks and positive aspects of the company by determining the necessary areas that need to be corrected or hastened.

References

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