

A3 PROBLEM SOLVING ENABLING TECHNOLOGY TRANSFORMATIONS

Partnership with Gridpoint Technologies

The Opportunity

Gridpoint technologies contacted EvalTOUR and identified an opportunity to streamline and optimize technical service desk processes. Customer Service and Warranty was a first priority for the organization and they were not satisfied with just satisfactory processes.

The Approach

We first evaluated the processes as is to understand current state by facilitating a workshop with the team to baseline KPIs. We then used A3 Problem Solving to outline, break down, grasp the situation and root cause the issues.

Analysis

Our Analysis used several tools embedded into the A3 including statistical analysis (pareto), process mapping, 5-why, and project management.



What is A3 Problem Solving?

A3 problem solving is a Lean problem solving approach used for breaking down issues and presenting them in ways that simplify the problem. This method is a simplified method, developed by Toyota, based on building a storyboard that not only assesses current state but gets to solutions for future state. The thought process is to have it on a single sheet of A3 paper (420x297mm), giving it the name. This is based on the Plan-Do-Check-Act cycle. This is an iterative process that takes time but allows the team to collaborate, take subjective scenarios and find ways to make it objective.

Why Choose the A3 Approach?

A3 problem solving is a great approach for extremely complex issues but needing to grasp the story to understand the issue. During this process, we used the A3 to learn about the process as we solved it.

Phase 1: We first used voice of the customer to break down the problem with the core team. During this time, we grasped the situation and translated their issues into data.

Phase 2: When then gather quantifiable data and used the Pareto Principle. We found that more than 80% of the occurrences, were only with a few products and customers. When then used a SIPOC to break down inputs and outputs to see the process drivers. Using the SIPOC, we mapped the entire process and segmented the who, what, when, where and why the issues occurred.

Phase 3: Post mapping, we then prioritized the largest issues and used 5 why to break down the problem into segments. We found 7 major themes in the problem.

Phase 4: We then built a detailed action plan to remove the root causes found from the process. Some of these issues needed technology to change. Due to the process already being mapped, we were then leveraged to help with project management for technology transformations.

Phase 5: Evaltour enabled transformation by executing over 10 test scripts and

