



CROSSLANE ADVISORS CONSULTING GROUP

LEAN Process Approach

To approach process prioritization for Lean evaluation from a strategic advisory perspective, **Crosslane Advisors Consulting Group** recommends a structured framework that aligns operational efficiency with value creation and business impact.

In a Lean transformation, prioritizing the right processes prevents resource dilution and establishes early momentum.

1. Executive Evaluation Framework

We evaluate candidate processes using four core consulting criteria to ensure maximum return on investment (ROI) and sustainable change adoption:

- **Customer Value Impact (Voice of Customer):** Processes with direct touchpoints or immediate downstream effects on customer lead times, quality variations, or satisfaction metrics.
- **Waste Density (Muda Assessment):** Operations exhibiting excessive Work-in-Progress (WIP), non-value-added transport, excessive movement, rework cycles, or delays.
- **Strategic & Financial Relevance:** Workflows directly linked to core revenue drivers, high-margin product families, or critical operational bottlenecks (applying Pareto's 80/20 rule).

- **Implementation Viability & Change Readiness:** The operational unit's willingness to adopt standard work and engage actively in *Gemba* observations and continuous improvement.

2. Prioritization Methodologies

Impact vs. Effort Decision Matrix

This matrix segments process candidates to balance immediate wins with high-impact strategic initiatives.

Strategic Prioritization Matrix

- **Quick Wins (High Impact / Low Effort):** Primary targets for early Kaizen events. These deliver rapid operational metrics improvement and build organizational momentum.
- **Strategic Initiatives (High Impact / High Effort):** Secondary targets. These require detailed Value Stream Mapping (VSM) and structured project governance to execute over a medium-term horizon.
- **Tactical Improvements (Low Impact / Low Effort):** Managed locally through routine operational reviews rather than full Lean projects.
- **Low-Priority / Avoid (Low Impact / High Effort):** Excluded from the Lean scope.

Weighted Scorecard (Cause & Effect Analysis)

For complex environments, Crosslane Advisors applies a quantitative scoring model (rated 1 to 10) across key performance levers:

Candidate Process	Lead Time Impact	Waste Cost	Customer Touchpoint	Implementation Feasibility	Total Weighted Score
Order Fulfillment & Packing	9	8	9	8	34
Inbound Logistics & Receiving	7	6	5	7	25
MRO / Maintenance Scheduling	5	7	4	4	20

3. Recommended Implementation Roadmap

1. **Value Stream Identification:** Select a primary product or service family and map its macro-level current state VSM to pinpoint total lead time versus process cycle time.
2. **Pacemaker Process Isolation:** Focus on the process step that controls the cadence of the entire stream. Optimizing non-bottleneck processes creates localized speed without improving total throughput.
3. **Targeted Pilot Kaizen:** Deploy foundational tools (5S, SMED, Standardized Work, Poka-Yoke) strictly on the prioritized pacemaker process before scaling across adjacent operational streams.

Crosslane Advisors Consulting Engagement Strategy

- **Alignment Phase:** Establish executive baseline metrics, target outcomes, and cross-functional leadership sponsorship.
- **Diagnostic Phase:** Conduct physical *Gemba* walks and process mapping to quantify waste and lead time delays.
- **Execution & Scaling:** Run initial targeted 5-day Kaizen events on high-priority processes, document standard work, and build internal Lean capabilities.
- **Register & Formality:** Uses a professional, corporate advisory tone suitable for executive communications and management decision-making.
- **Strategic Context:** Positions process prioritization as a structured, value-driven diagnostic methodology rather than just a tactical toolset.
- **Key Vocabulary:** Incorporates industry-standard terms such as *Pacemaker Process*, *Value Stream Mapping*, *Muda Assessment*, and *Quick Wins*.

Key Sections Summary

1. **Engagement Metadata & Boundaries:** Captures process ownership, triggers, endpoints, and associated product/service families.
2. **Quantitative Operational Baseline:** Collects metrics including lead time, cycle time, WIP levels, first-pass yield, scrap costs, and OTD %.
3. **Lean Waste (Muda) Assessment:** Evaluates the 7 wastes (*Overproduction, Waiting, Transport, Over-processing, Inventory, Motion, Defects*) on a 1–5 severity scale.
4. **Strategic & Cultural Alignment:** Assesses Voice of Customer impact, revenue/margin relevance (80/20 rule), team change readiness, and safety risks.
5. **Crosslane Evaluation Scorecard:** A weighted scoring matrix (100% composite) to classify processes into **Quick Wins**, **VSM Projects**, or **Deferred**.