

SixSigmaTV.Net
THE NETWORK FOR SIX SIGMA

Project Launch Plan Overview

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Intro to Project Launch Plan

- The Project Scope and Launch Plan is used to capture and organize the information necessary to initiate a DMAIC, DFSS, “Kaizen” Lean Event, or Lean Six Sigma project. To develop the plan, complete the blank template with the information necessary to answer the questions in each section on this instruction form. If you do not have an answer to a particular question, use TBD as a “placeholder” until you can obtain the actual data.

Intro to Project Launch Plan

- Download the Project Launch Plan and follow along
- Pause the video and fill in each segment as we go along
- Make sure you complete the Launch Plan with your Champion / Project Sponsor, Master Black Belt Coach, Subject Matter Experts and Major Stakeholders who will be impacted by the project
- If you don't have team members, do a draft and review with them to ensure buy-in, support and initial data is valid

Why Use Project Launch Plan

- Once you have identified and prioritized potential projects using the C&E Matrix or other applicable tools you need to dive a bit deeper and scope potential projects.
- Gather baseline metrics to establish the negative impact to business
- Identify customers, stakeholders and resources needed to complete project
- Identify the potential risks of projects to customers and the business
- Ensure solving the issues will benefit customers, business and tie into strategic business objectives

How to Use Project Launch Plan

- After completing the project information in the template header
- Fill in each section of the plan with as much up to date and accurate information as you have.
- **Step One: Business Case**

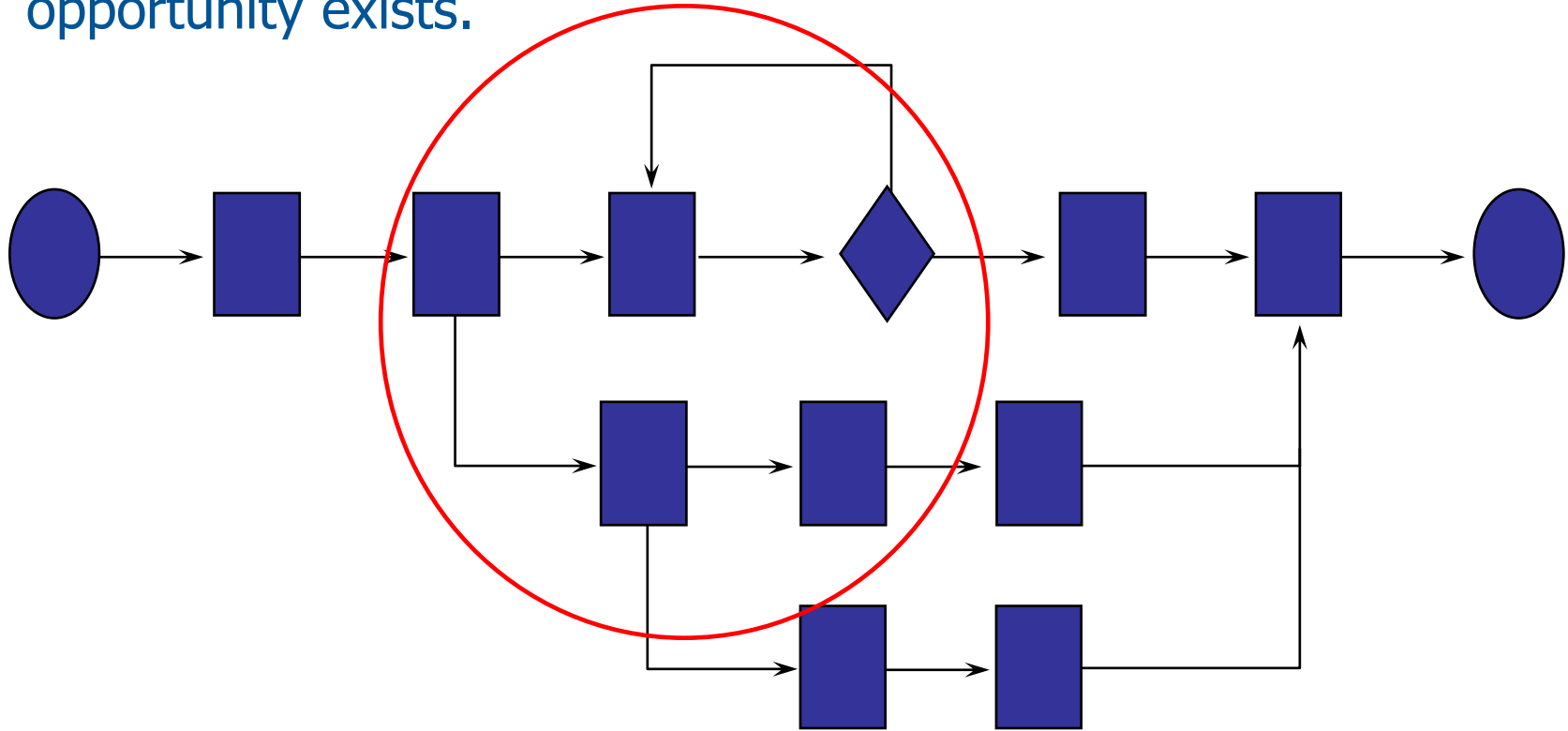
1. Business Case

- How would you describe the project to your manager?
- Why is it urgent that you do this project now?
- How does this link to your business functions' or key initiatives?
- What would happen if you don't address this?

We recently completed a VOC survey with all of the Northwest Regional business units. The largest customer complaint is customer service wait time is too long. This issue is impacting the “Customer Experience” within our operations. 20% of our customers have closed accounts within the past 6 months stating they are fed-up with customer service call wait times exceeding 10 minutes

How to Use Project Launch Plan

- **Step Two:** Identify where in the process in which the opportunity exists.



- Customer Service Call Center queue and answer process

How to Use Project Launch Plan

- **Step Three: The Problem Statement**
 - Is a concise statement of the problem/issue at hand.
 - Focuses on the key issue identified by the business case.
 - Describes what is wrong, not why it is wrong.
- A complete Problem Statement should be able to answer
 - Who is affected by the problem? (e.g., customers, processors)
 - What is wrong? (e.g., excessive defects, missed deadlines)
 - Where is the defect happening? (e.g., Call Center, manufacturing line)
 - When in the process is it occurring? (e.g., at month end, during application, employment verification, build step 5)
 - How large is the problem? (e.g., 50%, 25,000 per week, how many Defects Per Million Opportunities-DPMO)

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- Keep the statement short, concise and focused
 - on the pain point
- Do not have more than one issue / problem stated
- *May* include terms that don't imply solutions
 - Experiencing
 - Excessive
 - Increase
- Does *not* include terms that imply solutions
 - Due to
 - Because of
 - Lack of
 - Causing
 - Training

How to Use Project Launch Plan

- **Step Three: Problem Statement**
 - Who is impacted by the problem?
 - What is actually happening?
 - Where is it occurring in the process?
 - When is it occurring in the process?
 - How Much, how big is the problem?
-
- NW Regional Business Call Center (where) customers (who) are experiencing an increase in wait times (what) from 3 minutes to 10 minutes (how much) in the past 6 months during peak hours (when).

How to Use Project Launch Plan

- **Step Four: Goal Statement**
- The Goal Statement describes the end state result in clear, concise, and measurable terms.
 - The goal is SMART
(Specific, Measurable, Attainable, Relevant, and Time Bound).
 - It starts with a verb
(reduce, achieve, control, increase, etc).
 - Does not assign blame, presume
cause, or prescribe a solution.

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- The Goal Statement should include:
 - When do you want the improvement in place?
 - How much of an improvement are you aiming for? (x% error reduction, x% cycle time reduction)

Goal Statement

- By when do you want to have the improvement in place?
- How much of an improvement are you aiming for? (x% error reduction, x% cycle time reduction)
- What measurable business impact will the improvement have? Type? Magnitude?

Reduce Call Center customer queue wait times from 10 minutes to < 2 minutes by June 1st.

Remember:

Specific, Measurable, Attainable, Relevant and Time-bound.

How to Use Project Launch Plan

- **Step Four: Establishing project baseline metrics** ensures that the project is supported by real data.
 - Key Output Signal (KPI or Metric): A key measure that indicates the performance of the business process.
 - Error/Defect: Any part of a product or service that does not meet customer specifications or requirements, causes customer dissatisfaction, or does not fulfill the functional or physical requirements.
 - Unit: Something that can be quantified by a customer. It is a measurable and observable output of your business process. It may be a physical unit or, if a service, it may have specific start and stop points.
 - Opportunity: The total number of chances per unit to have a defect.
- In the Launch Plan, what type of data will you use to quantify each of these?

How to Use Project Launch Plan

Define: *replace definitions below with definitions appropriate for this project*

▪ **Key Output Signal (KPI or Metric)** – *a key measure that indicates the performance of the business process*

▪ **Error/Defect** - *any part of a product or service that does not meet customer specifications or requirements, or causes customer dissatisfaction, or does not fulfill the functional or physical requirements.*

▪ **Unit** - *something that can be quantified by a customer. It is a measurable and observable output of your business process. It may manifest itself as a physical unit or, if a service, it may have specific start and stop points.*

▪ **Opportunity** - *the total number of chances per unit to have a defect.*

Data source & frequency of measurement

Baseline			
Errors/Defects (D)	Units Processed (N)	Opportunities per Unit (O)	DPMO <i>(Defects per million opportunities)</i>
Wait time >2 minutes (800 customers)	2200 customers surveyed	1	363,636.4 Sigma = 1.85
Future State			
Output Signal Goal		Target Improvement (%)	
Customer queue wait time \leq 2 minutes		64%	
Call Center Customer service. 100% measured			

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- **Step Five: Voice of the Customer (VOC)**
- Conduct surveys, gather complaints or other VOC data to establish the negative impact to customers

5. Voice of the Customer (VOC)

Who are the customers of the output?

What are their key measures?

What is important to them?

- **Customers to Call Centers**
- **Customer's key measure is service wait time**
- **Customer wants reduced wait time, \leq 2 minutes**

How to Use Project Launch Plan

- **Step Six: Project Scope**
- The scope is a boundary that maintains project focus, protects from scope creep, and controls the effort.
 - In Scope identifies and quantifies key areas to be considered in the project: processes, systems, products, services, people, channels, etc.
 - Out of Scope identifies items that are adjacent to In Scope, but are excluded to limit the effort.

6. Project Scope

What processes, systems, products, services, channels, etc. will you consider in this project?
What will be excluded?

Scope to allow for completion of Define to Deploy in 60-90 days

In Scope: Northwest Regional Call Center Customer Service.

Out of Scope: Any Customer Service Call Center outside of the Northwest Region.

How to Use Project Launch Plan

- **Step Seven: Team members**
- Names and roles of team members
- **Step Eight: Principal Stakeholders**
- Who are the approvers of team decisions, resource of subject matter experts, or interested party who needs to be kept informed?
- **Step Nine: Project Timeline**
- Key milestones/dates for each phase
- **Step Ten: Additional Support Required**
- Are any special capabilities, hardware, trials, etc. needed?

- Download the Project Launch Plan at SixSigmTV.Net

Contact Us

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