



Lean Black Belt Project

Signs and Pavement Markings (SPM) Inventory Management Process Review and Improvement



"The Black Belt training program helped me successfully deliver the project. It emphasized the importance of developing a comprehensive project charter, selecting Lean tools without bias and incorporating a well-defined change management plan. These practices effectively manage resistance to change and ensure the smooth adoption of new processes."



Challenges

Upon conducting an internal audit review, it was found that the absence of an inventory management system had led to several issues in the signs and pavement marking (SPM) unit of a City:



As part of Leading Edge Group's Lean Black Belt training, the participant undertook a work-based improvement project within the organization to improve the SPM inventory management process.

Key Objectives

- Review and evaluate the current inventory process
- Optimize inventory levels
- Address internal audit concerns
- Increase efficiency by reducing touch time by 20%
- Improve inventory accuracy

Project Milestones:



Planning and Risk Assessment



Current State Analysis



Future State Design



SPM inventory module implementation (IT-Led)

Signs and Pavement Markings (SPM) Inventory Management Process Review and Improvement

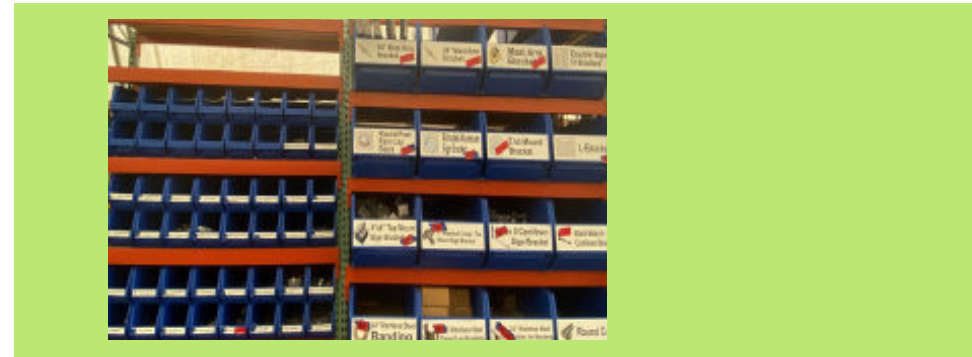
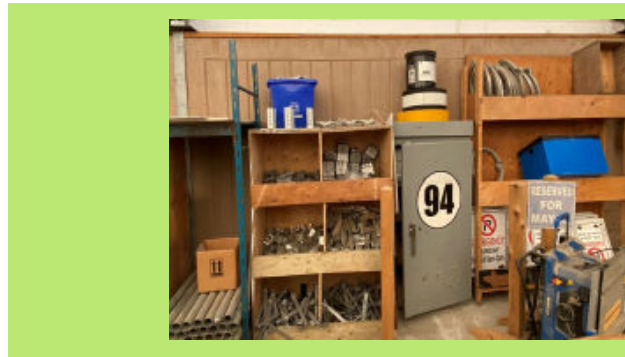
Key Solutions Overview



11 truck 5S/6S events



Coverall 5S/6S





Implementation Results

Quantitative Benefits



522 hours
Staff hours saved



\$18,000
Cost avoidance

Qualitative Benefits



- Streamlined the inventory management process
- Enhanced the accuracy of inventory data
- Reduced the chances of overstock or understock
- Improved work order delivery time
- Boosted staff morale
- Improved staff safety by eliminating tripping hazards

Lead time (mins)
(Process completion per cycle)



24%

Touch time (mins)
(Staff effort per cycle)



50%

