

# A3 report

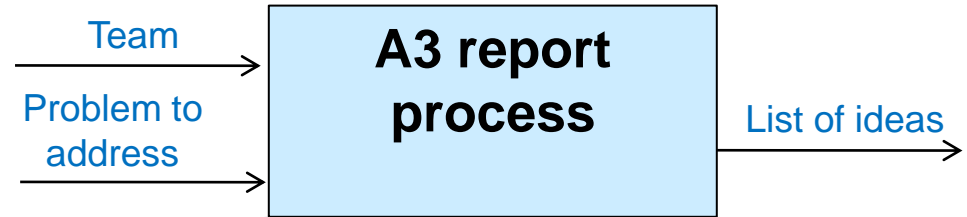
## Problem

How to document a project?

## Difficulty

Easy to use

- An **A3 report** summarizes important information about an improvement project.
- There is no standard content for an A3 report, although it is typically aligned with PDCA (Plan-Do-Check-Act).
- The A3 report fits on a single page, on paper of size A3.
- A3 reports can be used during project performance, or at project completion.



1. Obtain template for your company's A3 report, or use one from the web. (It likely has ~7 categories such as the ones shown below left.)
2. For each category, show the important information using text and/or graphics.
3. Prominently display the A3 report for team and management review, and for educational purposes.

| A3 steps              | PDCA steps |
|-----------------------|------------|
| 1 Background          | Plan       |
| 2 Problem Statement   |            |
| 3 Goal Statement      |            |
| 4 Root Cause Analysis |            |
| 5 Countermeasures     | Do         |
| 6 Effect Confirmation | Check      |
| 7 Follow Up Actions   | Act        |

# A3 report – Examples from the web

Each company has its own A3 formatting style

## Some web examples

Prepared By: Jess Fixit Invoice Creation Lead Time Improvement - A3 Report January 28, 2018

### Background

The time between product delivery and invoicing our customers averages 14.05 days. Our customers pay their invoices on time (<30days) 99.95% of the time. On average, \$22.3 million in invoices in process.

### Current Situation

Lead time = 14.05 days  
Cycle time = 6.55 days  
Queue time = 7.5 days

### Analysis

### Goal

Lead time = 1.7 days  
Cycle time = 1.65 days  
Queue time = 0.05 days

### Recommendations

- Eliminate external approval, invoice preparation
- Eliminate logging delivery acknowledgement
- Generate invoices on user authority
- Use electronic delivery acknowledgement which returns our original information, thereby eliminating the need for re-entry of information and minimizing the need for P.O. matching and reconciliation
- Use electronic (EDI) transmittal of invoice to eliminate FAX problems

### Implementation Plan

| # | Description      | 1 | 2 | 3 | Owner | Progress |
|---|------------------|---|---|---|-------|----------|
| 1 | Process design   |   |   |   | MK    | 100%     |
| 2 | Simulation       |   |   |   | DH    | 100%     |
| 3 | Capital approval |   |   |   | GF    | 100%     |
| 4 | Customer input   |   |   |   | GF    | 100%     |
| 5 | Set up EDI       |   |   |   | MK    | 80%      |
| 6 | Pilot Runs       |   |   |   | TJ    | 50%      |
| 7 | Launch           |   |   |   |       |          |

### Follow Up

- Include section in next 6 customer surveys to ensure
- Review back-up procedures with IS to ensure

### Results Report

**Title:** Reduce lunch cycle time for salads and sandwiches preparation

**Owner/Date:** Bahama Bistro Manager: Elisabeth

**Background:** Bahama Bistro is a restaurant located in the Bahamas. Bahama Bistro lunch patrons are locals and vacationers.

**Current State:** Bahama Bistro is struggling with cycle times for their lunch orders & patrons have complained about the wait time to receive their food.

**Goal and Targets:** Improve the cycle time of salads and sandwiches.

**Analysis:** [Diagram showing process flow]

**Proposed Countermeasures:** Reorganize the sandwich workstation to eliminate waste.

**Implementation Plan:**

| Task     | Planned            | Actual |
|----------|--------------------|--------|
| Mar 15th | Dewling work cell  |        |
| Mar 22nd | Train employees    |        |
| Mar 22nd | Launch new process |        |

**Follow-Up:**

| Date       | Action                               |
|------------|--------------------------------------|
| April 5th  | Follow up with chefs for free-tuning |
| April 22nd | 30-day follow-up                     |

**Daily DMAIC A3 Control Sheet**

**1. What are the current conditions? (What is the problem?)**

**2. What are the goals? (What do you want to achieve?)**

**3. What are the causes? (What is the root cause?)**

**4. What are the countermeasures? (What do you do to solve the problem?)**

**5. How do you know you are done? (How do you know you have solved the problem?)**

**6. How do you prevent it from happening again? (How do you prevent it from happening again?)**

**7. How do you follow up? (How do you follow up?)**

**Invoice Creation Lead Time Improvement - A3 Report**

**1. Current Conditions:** [Value Stream Map]

**2. Goals:** [Bar chart]

**3. Causes:** [Fishbone diagram]

**4. Countermeasures:** [List of actions]

**5. Implementation Plan:** [Table]

**6. Results Report:** [Charts]

**The New (or Problematic) Background:**

**1. Current Conditions:** [Text]

**2. Goals:** [List]

**3. Causes:** [List]

**4. Countermeasures:** [List]

**5. Implementation Plan:** [Table]

**6. Results Report:** [Charts]

Figure credits

- <https://www.moresteam.com/lean/a3-report.cfm>
- <https://www.leansixsigmadefinition.com/glossary/a3/>
- <https://goleansixsigma.com/john-shook-grand-daddy/>
- <https://goleansixsigma.com/4-new-ways-to-use-a3s-have-you-tried-any-of-these/>
- <https://www.isixsigma.com/operations/manufacturing-operations/improved-rescue-time-from-a-bolling-mill-machine/attachment/a3-project-summary/>

# A3 report – Notes

## Slide 1

1. Toyota developed the A3 concept as part of its production system.
2. The A3 size is 297 millimeters by 420 millimeters or approximately 11 by 17 inches.
3. The A3 approach is most suited to the completion of relatively short Kaizen improvement tasks.
4. A3 report benefits:
  - It has the same information for each project
  - It avoids (too) long PowerPoint presentations.
  - It facilitates communication among stakeholders, documenting results with data.
  - It (often) shows data visually and is (usually) easily understood.
  - It can educate others in how to execute an improvement project.

## Slide 2

1. The examples show that graphics are often used. When text is used, often very few words are used for each category.
2. The examples show a wide variety in how projects are documented.
3. The largest example, left, documents an improvement project on invoicing. It contains:
  - a value stream mapping for both the current and desired states
  - a timeline of the improvements made
  - a histogram and trend analysis – for both the initial state and the improved state