

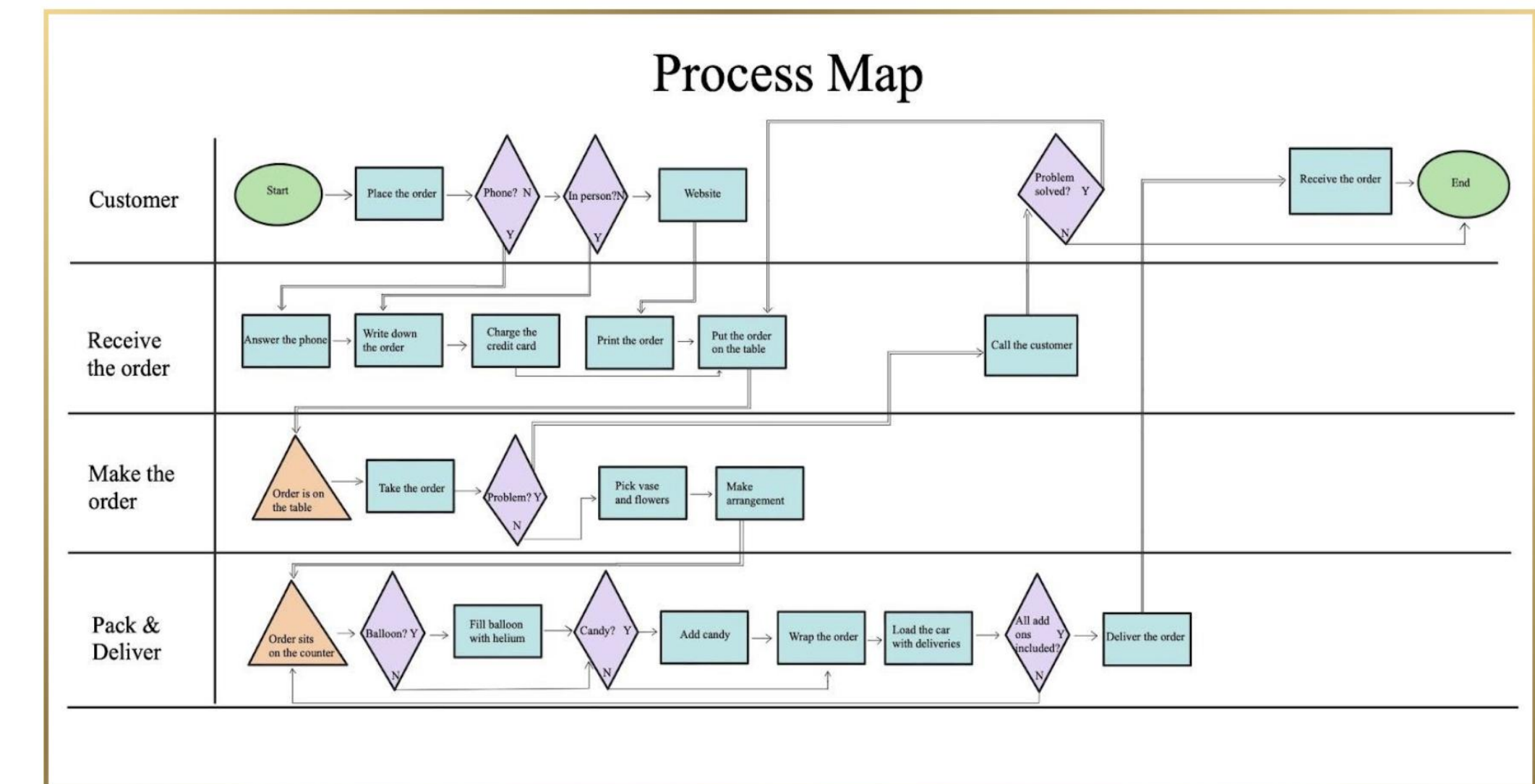
Problem Statement

- ▶ Millennium flowers receives 40 orders per day on average, and has a manager, 2 florists and a driver overseeing the process. On average, 30% of the orders that come through phone, website or placed in person result in error. Sometimes the credit card is written down inaccurately, other times the vase or flower is not available, etc.
- ▶ It creates unproductive time for the manager and is a dissatisfier for the customer. It is estimated to cost \$7,000 per year, as customers get frustrated and change orders for cheaper options or cancel it completely. As a team, we would like to eliminate the variables that causes the problems and improve the existing process in a span of 6 weeks

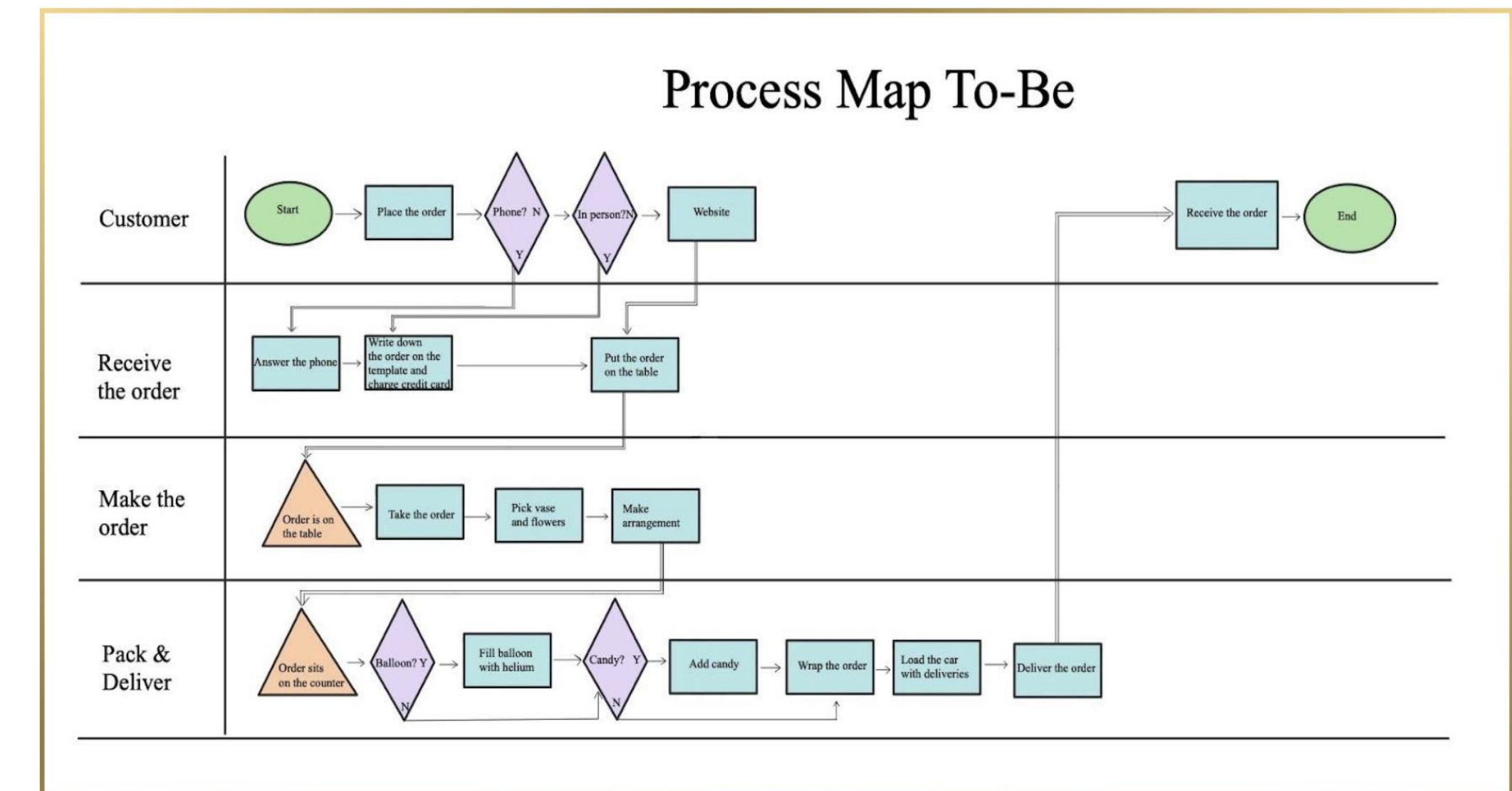
Millennium Flowers & Gifts

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Rowan University, Improving Business Processes

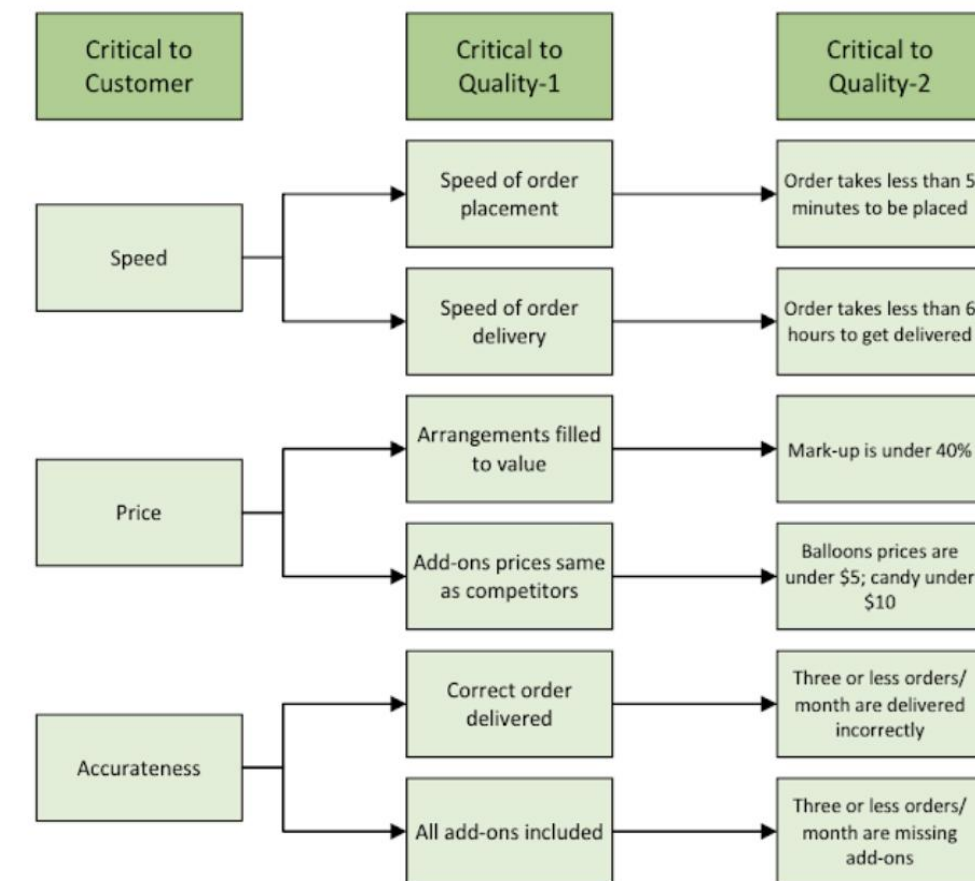
AS IS



TO BE



Millennium Flowers



Calculations

	Utilization	Capacity
MANAGER	76%	53 orders
FLORIST	116%	34 orders
DRIVER	95%	42 orders

DMAIC PROCESS/ EXECUTIVE SUMMARY

MEASURE

Average takt time 15 minutes. Every employee has been in process that is not dependent on one another, we calculated their cycle time independently. We measured and charted the average time for each process step.

DEFINE

Orders that are placed through the phone, website or in person that resulted in 30% of errors.



ANALYZE

Determined the major bottleneck by having an average of about 22 minutes to acknowledge a request and complete the order.

CONTROL

A statistical process control chart will be used to determine if new cycle times are aligned with takt time.

IMPROVE

Our analysis showed that the bottleneck can be removed as its is Non-Value Adding by typing orders directly into the system, grouping them and charging the credit card while having customer on the phone.

DISCO MAP

