

TASK 01

The strategic fit of the pilot printing project to the organization

The MAS Holdings as a leading apparel manufacturer competes on a hybrid competitive strategy. Whilst manufacturing apparels at low cost the firm boasts itself in quality excellence of its products. With the advent of lean manufacturing concepts in 2005, MAS strives to continually improve its lead times by reducing wastes in the process. Thus the firm focuses to combine and integrate all its value chain activities.

These corporate strategy is the articulation of the vision statement of MAS Holdings “Innovate, Inspired Intimates”. In order to realize the MAS Vision, the corporate strategy should be able to deploy its limited pool of resources to projects (tactics) that are capable, efficient and align with organizational values and beliefs.

In MAS Holdings corporate Strategy, the MAS Holdings Hoshin Kanri focuses on two main areas;

- Productivity improvement through reduced working Capital Cycle
- Develop robust products to fulfill customer needs and requirements through new technology, product innovation and productivity improvement through de-skilling.

In 2009 the lead time from order inquiry to delivery was 60 days. With the RAPID Instant Undies concept this has reduced to 14 days.



Diagram 01 – The comparison of leadtimes Source- Author

2.3 Budget

The budget for the project is as following;

Budget Report as of Sun 3/16/14

In home Printing Project - Resources Usage

ID	Task Name	Fixed Cost	Fixed Cost Actual	Total Cost	Baseline	Variance	Actual	Remaining
12	Install Printing Machinery	\$0.00	Prorated	\$8,520.00	\$0.00	\$8,520.00	\$0.00	\$8,520.00
3	Analyse the print technology and	\$0.00	Prorated	\$1,523.20	\$0.00	\$1,523.20	\$0.00	\$1,523.20
9	Utility Fittings	\$0.00	Prorated	\$1,230.00	\$0.00	\$1,230.00	\$0.00	\$1,230.00
2	Analyse the plant requirement for	\$0.00	Prorated	\$288.40	\$0.00	\$288.40	\$0.00	\$288.40
7	Demarcate and arrange the work	\$0.00	Prorated	\$197.00	\$0.00	\$197.00	\$0.00	\$197.00
6	Selection and staffing for the print	\$0.00	Prorated	\$192.00	\$0.00	\$192.00	\$0.00	\$192.00
1	Obtain approval from Director	\$0.00	Prorated	\$154.00	\$0.00	\$154.00	\$0.00	\$154.00
14	Training	\$0.00	Prorated	\$140.50	\$0.00	\$140.50	\$0.00	\$140.50
5	Clear space from floor area	\$0.00	Prorated	\$128.00	\$0.00	\$128.00	\$0.00	\$128.00
4	Obtain Quotations	\$0.00	Prorated	\$112.00	\$0.00	\$112.00	\$0.00	\$112.00
15	Trial Run	\$0.00	Prorated	\$86.10	\$0.00	\$86.10	\$0.00	\$86.10
17	Quality test on printed material	\$0.00	Prorated	\$49.60	\$0.00	\$49.60	\$0.00	\$49.60
8	Select supplier and finalize prices	\$0.00	Prorated	\$32.00	\$0.00	\$32.00	\$0.00	\$32.00
11	Raise PO for printing devices	\$0.00	Prorated	\$32.00	\$0.00	\$32.00	\$0.00	\$32.00
10	Milestone one - Completion of w	\$0.00	Prorated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
13	Milestone 02- Completion of prin	\$0.00	Prorated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
16	Milestone 03 - Start Trial Run	\$0.00	Prorated	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		\$0.00		\$12,684.80	\$0.00	\$12,684.80	\$0.00	\$12,684.80

Table 02 – Budget, Source - Author

Type	Description	Standard to be followed	Example
Type One	Structured / Routine	Standard Work Sheet	Sewing
Type two	Structured/ non-routine	work Instruction	Mechanic repairing equipment
Type Three	Unstructured/ non-routine	Standard Operation Procedure	Commercial approval for a color shade

Table 03 – Types of work, Source - Author

It is the responsibility of the quality department to make sure that these STWs and work instructions are provide parallel to the training of the staff selected for the printing operations. Whilst the project is in underway such as floor space arrangement and installation of equipment (Process) and the final outcome; the print work stations should comply with the OSHAS, Health and occupational safety standards.

Process Auditing- Kamishibai

The progress of the project could be evaluated through a Kamishibai method. Kamishibai is a pictorial way of auditing mechanism which portrays abnormalities in the process which could be done by the process owner; the Special Project Manager. The same standard could be applied after the printing process is operational.

3.1.3 Quality Control

The Quality control of the project activities could be done with the concern of deliverables, cost and work results. If the processes are in place and does not provide the desired results, then this would be a problem to the purpose of establishment of the pilot printing section. Thus a progressive controlling mechanism between completions of milestones is necessary. The closer the control to the abnormality, the lesser time and effort would be to bring it again to the right direction. Periodic control such as weekly reviews is suggested for check and adjustments.

The following could be considered as quality controls;

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