
Semi-Annual Process Improvement Progress Report

North American Marketing Dept.

01.01.23 - 07.01.23

By: Chris Shemza, Project & Process Improvement Manager



Measuring Team Performance and Project Delivery Improvement

Phase 1:

Essential KPIs for Internal Creative Agencies Process Improvement

Project Delivery

- Number of projects due per month
- Number of completed projects per month
- Due vs Completed: Ahead vs Behind progress over time
- Projects delivered late
- Average days late for the month
- Project delivered on time per month

Method of Measurement

Breaking down the departmental process and comparing months across two time periods:

1. Start of Year

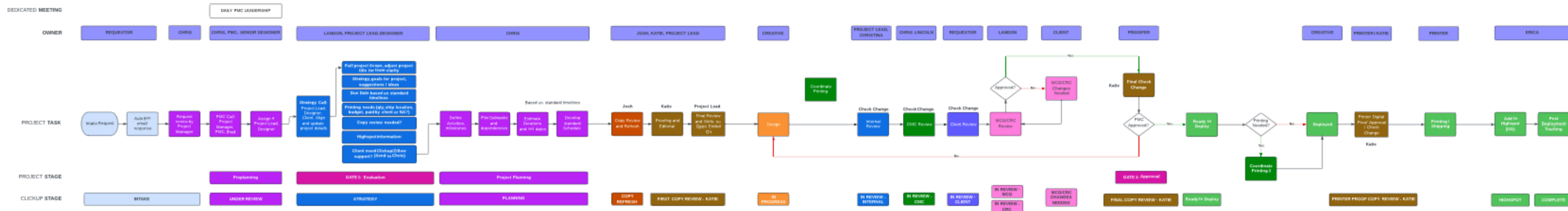
Start of the year until process improvement initiation
01.01.23 - 04.17.23

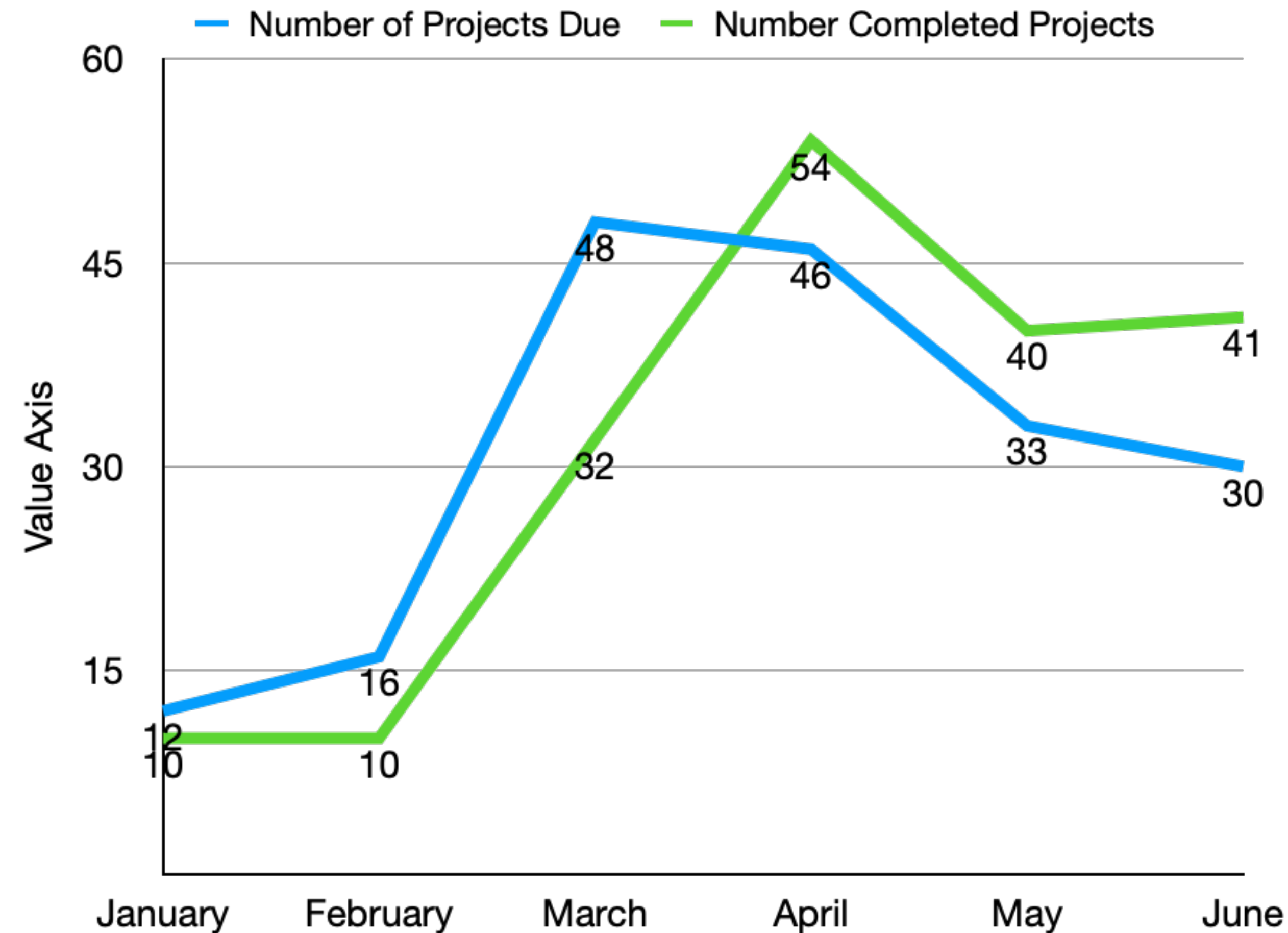
2. Process Improvement

New process implementation to today
04.17.23 - 06.27.23

What was done:

- Process divided to 22 steps with stage owners, mapped in detail (below) and improved and evolved as needed to mitigate for bottlenecks and obstacles.
- Communication moved almost exclusively in ClickUp.
- Morning PMC and Creative ClickUp meetings for alignment.
- Empowering team members to manage their work, report on progress with comments, and "relay-race" style work to drive projects forward.
- Introduced Design Deadline for the creative department, accounting for reviews, changes and printing.
- Trained team members, managers and clients on work and cooperation within ClickUp.





Number of Projects Due vs. Projects Completed

STORY BEHIND THE DATA

Start of Year: 01/01-04/17

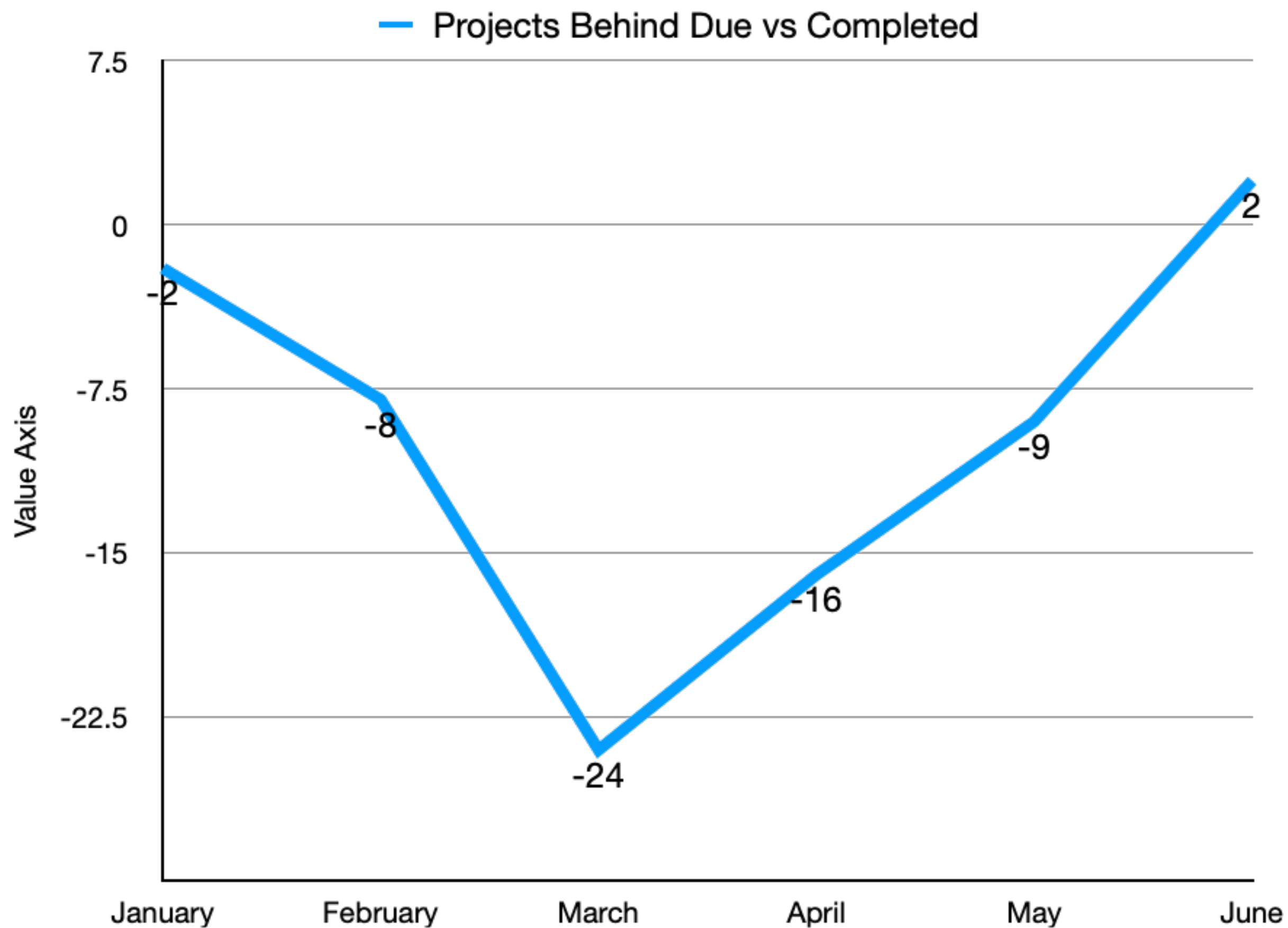
As number of monthly projects due increased from Jan to March, the creative team ramped up efforts but initially did not keep up with the increase in work load.

Process Improvement: 04/17-06/30

A reorganization and a clear, improved process increased efficiency. The team completed more projects than requested consistently month-after-month.

THE BOTTOM LINE

The Marketing and Creative Department's output is now outpacing the number of new requests rendering the department ahead of schedule.



Number of Projects Past Due, Month-by-Month

STORY BEHIND THE DATA

Start of Year: 01/01-04/17

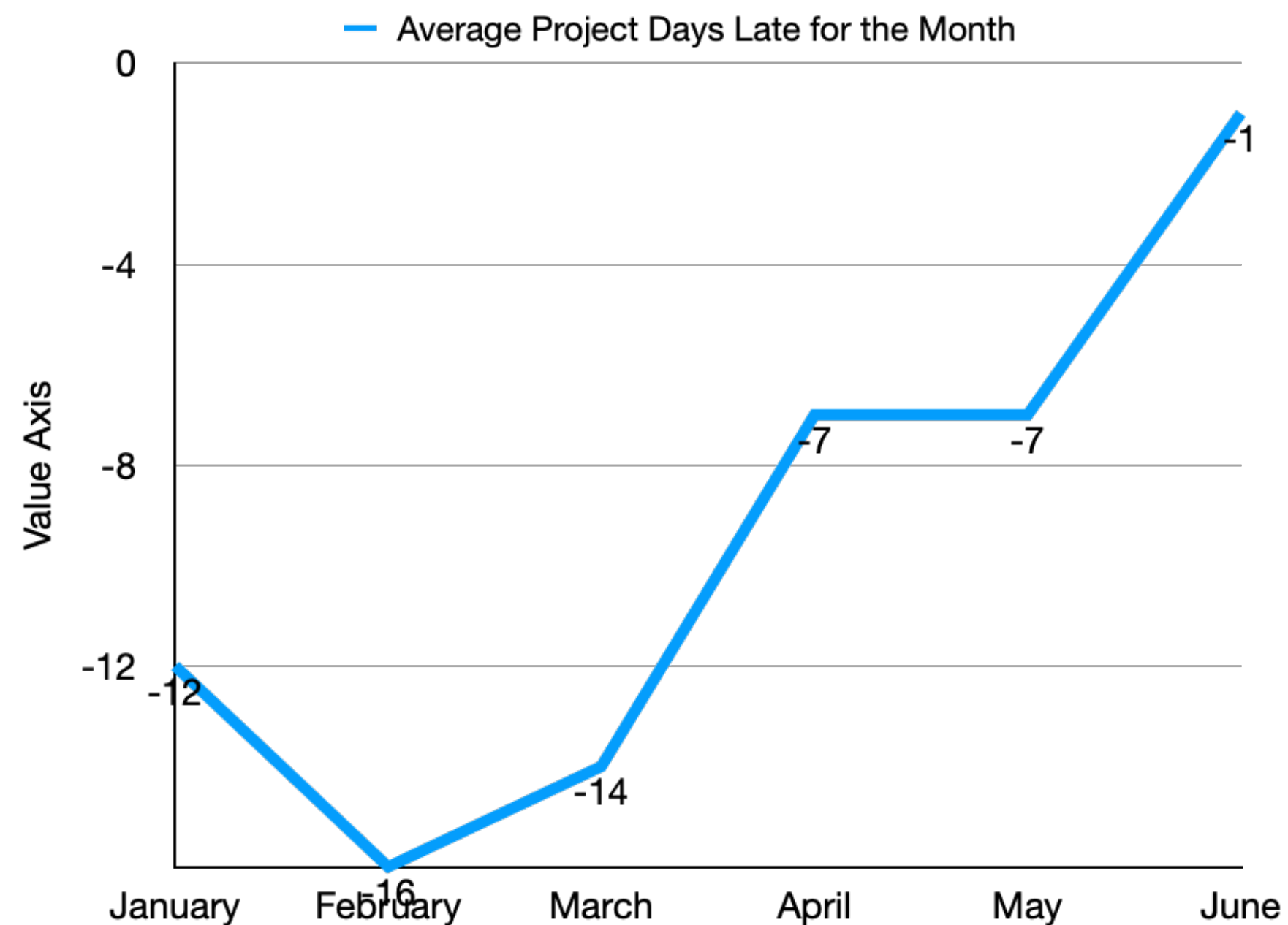
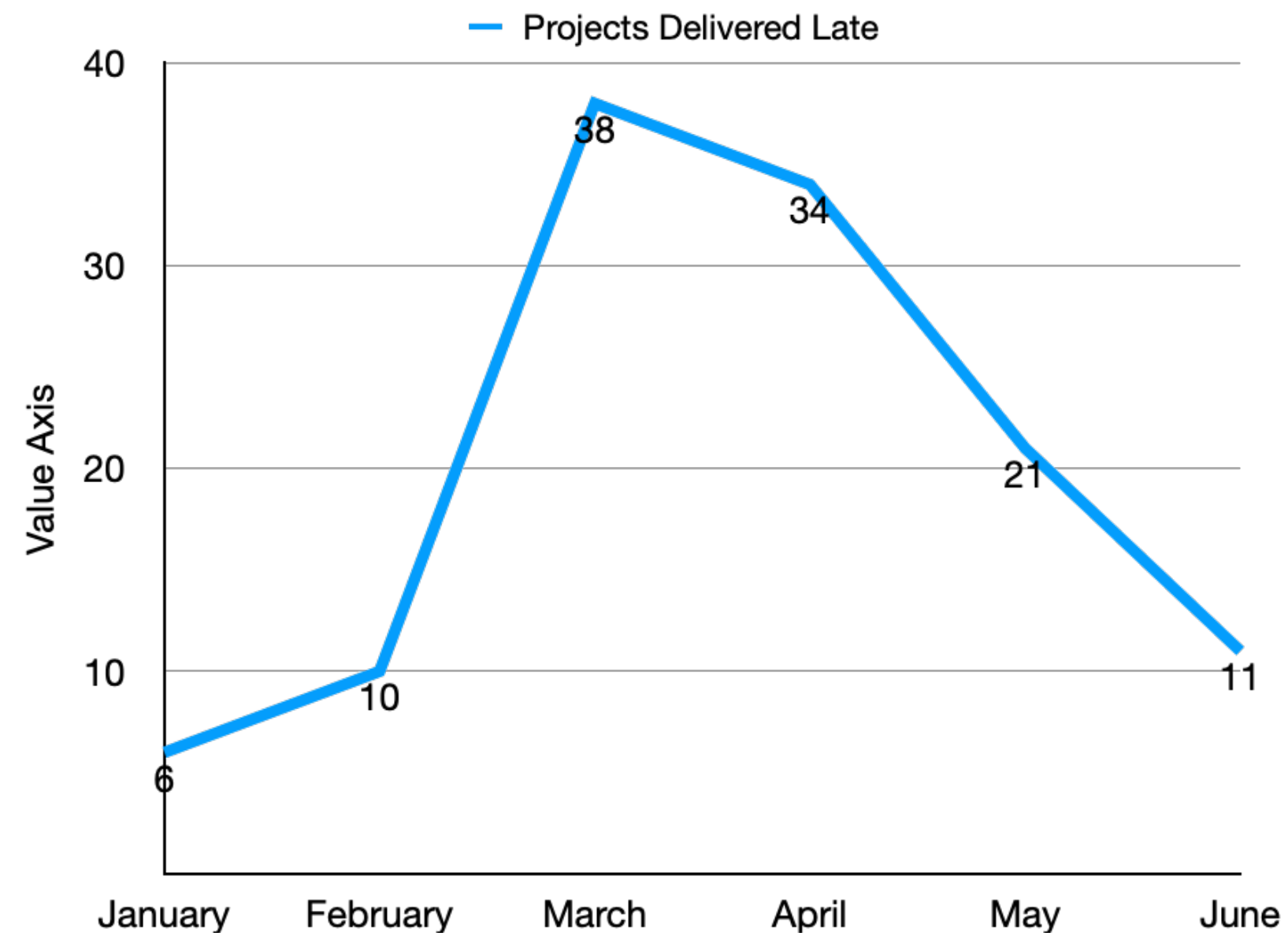
Due to significant increase in number of project requests, the team was 2-24 projects behind.

Process Improvement: 04/17-06/30

An improved process and clear communication allowed the team to catch up and are now actually one project ahead.

THE BOTTOM LINE

As teamwork, communication and process improved efficiency and delivery time, the department quickly caught up and ended up 2 projects ahead by the end of June.



Projects Delivered Late and Average Number of Days Late

STORY BEHIND THE DATA

Start of Year: 01/01-04/17

At Start of year, the number of projects delivered after the due date increased to 38. In addition, projects were delivered 12-16 calendar days late on average (counting all projects completed each month).

Process Improvement: 04/17-06/30

After process improvement was implemented, the number of late projects dropped to 11. In addition, average number of days project were delivered late dropped to 1 day late by June 30.

THE BOTTOM LINE

Process improvement significantly reduced the backlog, allowing the team to catch up, delivering more and more projects on time and reduced the amount of days late for late projects from 16 to 1.

Projects Delivered on Time

STORY BEHIND THE DATA

Start of Year: 01/01-04/17

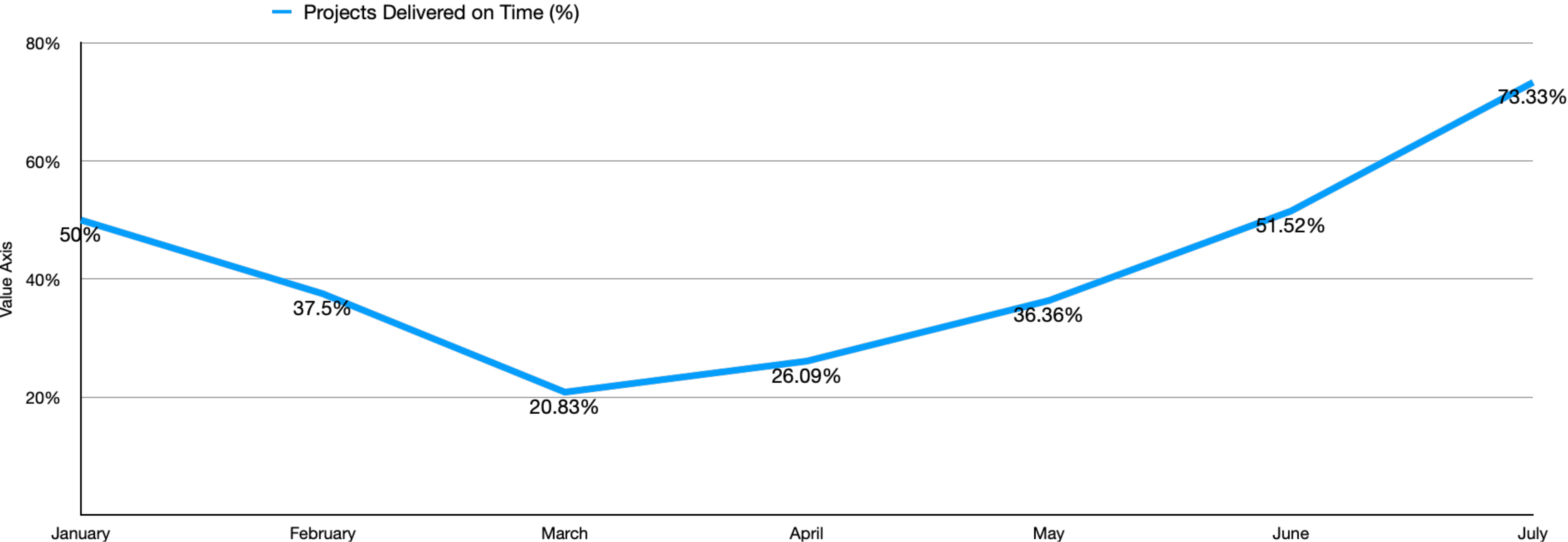
At Start of year, the team was delivering 50% of the projects on time with 12 projects requests. As work increased, the on time number dropped to 20%.

Process Improvement: 04/17-07/30

After process improvement, percentage of projects delivered on time increased again and in June surpassed the January numbers, and with 28 new projects due.

THE BOTTOM LINE

Process reliability and production time improvement allowed the Marketing and Creative Services department to increase project on time delivery from 20% in March to 61% of projects by end of June.



Process Improvement Summary: 01.01.23 - 07.15.23

Projects Delivered On Time



New Projects



Projects Behind (Completed minus Due)



Project Management and Process Improvement - North American Marketing & Creative Services

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