



Kanzen Institute Asia - Pacific Pvt. Ltd.

Case Study 1: Improving delivery capability for a custom e-learning solutions provider

Background

A leading custom e-learning solutions provider, working with several global organizations. The company has won a long-term contract to provide a Global Motors with a complete Service Technician training solution to be rolled out initially pan India and later in other markets like Vietnam, Korea and Far east. Based on the pending content and delivery time frame as per the contract, the computed rate of throughput is to deliver 20 hours of the e-learning course “Service Technician training” every month

Current State Assessment

The e-learning provider has delivered about 70 hours of this course in about 6 months with the highest month productivity being 15.5 hours. The design framework is frozen and the focus is on development of the course after collating the required materials from the client. The required takt time (asking rate) based on the demand for delivery of 100 hours by July 31st. is **1 hour of e-learning to be delivered every day**. A VSM was made and based on the data and observations, the major constraints identified are listed below.

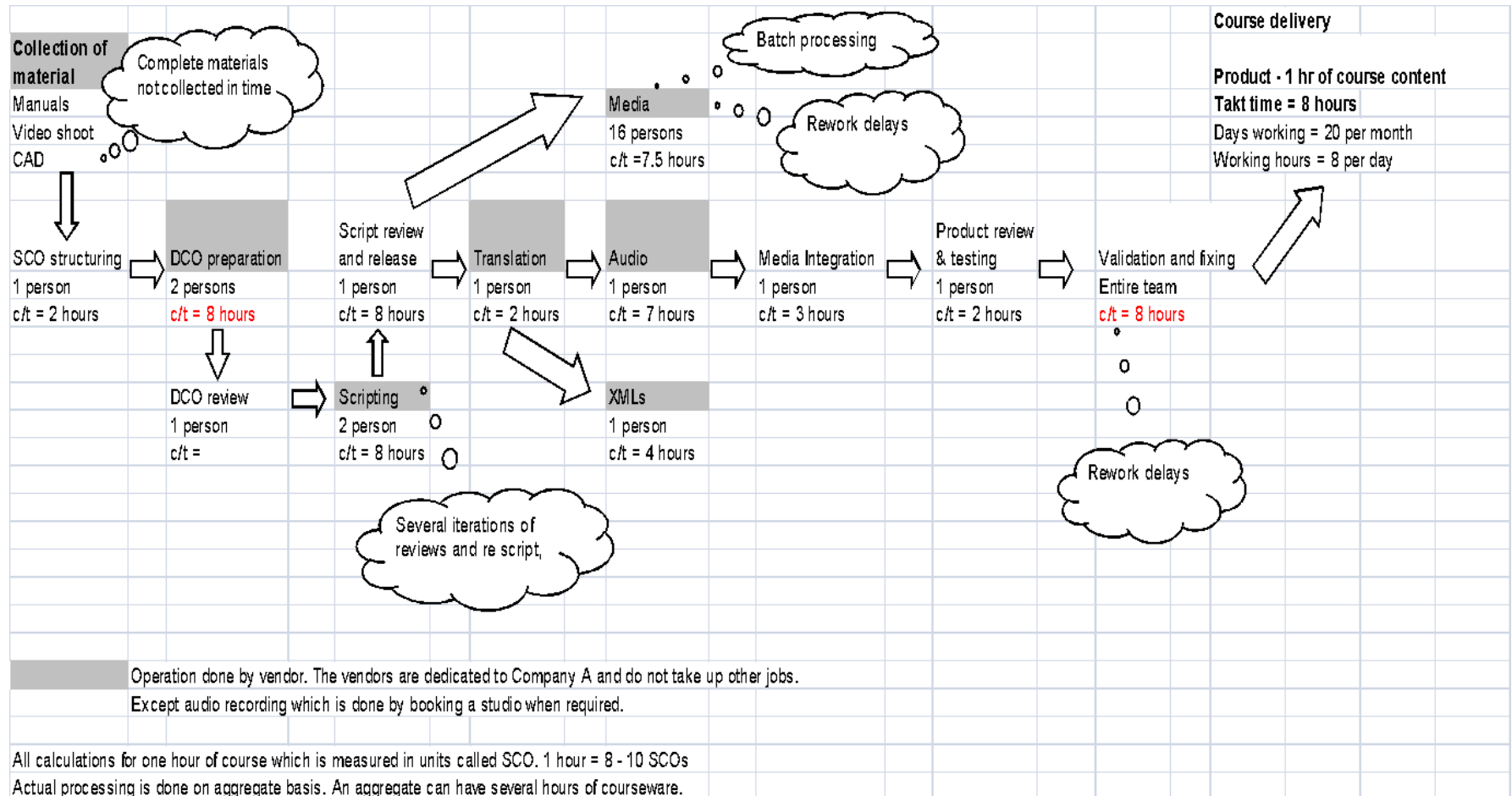
Scripting – actual time spent is around three times the planned time due to repeated reviews and rework on account of errors.

Media production – actual time spent is consistently about 25% more than the planned time. The major reasons cited are lack of clarity in media guidelines given in the script, non-availability of CAD drawings and technical issues pertaining to the actual media production.

Validation and Fixing –actual time spent is three times the planned time. The activity itself involves reworks on the product for defects identified during the product review and testing. Many of the defects are found to be originating from scripting errors.

Content Collation – delays in getting all the content (input material) from the client especially CAD drawings.

VSM for developing 1 hour of e-learning course





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Implementation Plan

The assessment highlights *scripting* as the single most critical success factor or pacemaker for the entire course development chain. It was therefore decided to focus first on this and its related activities. A project plan with scheduled focused improvement workshop interventions was then made and agreed upon with the client.

Period	Focus Area	Expected Outcomes
April	Scripting (including translation)	Error free script Cycle time < takt time
May	Media Production	Defect free media output Cycle time < takt time
June	Entire supply chain	Minimize time spent on validation On time in full availability of input materials Throughput time of 5 days (scripting to delivery)

Improvements Made

Script Preparation

- Changes made to help the animator better understand the script
- errors in scripts were rectified and preventive measures identified to be incorporated in future scripts



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CAD

- ensure completeness of CAD before issuing the same to the animators
- naming of all parts mentioned in the script in the layer table to minimize the waste of searching the PPT and video in order to identify parts for deletion/addition/animation
- briefing to animators on special features of the CAD for each aggregate

Animation

- minimize strain by better workplace arrangement
- reduce toggling by having printout of script

Results Obtained

Scripting is the bottleneck process. Earlier output was 5-6 SCOS per day which has now gone up to **8.5 SCOs**. Earlier every script sent to the animation team had queries and rework iterations. After improvement, 60% of the scripts have zero queries and directly usable by the customer process.

Animation will deliver at least 5 pages per animator per day on a consistent basis. The minimum daily output would then be 5 pages x 14 animators = **70 pages or approx. 12 SCOs as against the takt requirement of 10 SCOs per day**

The company's operations team has now developed the capability to deliver 1 hour of e-learning every day thereby matching the customer requirement while at the same time slashing the use of valuable resource members in non-value adding activities like validation, rework and script reviews.