



# Lean for New Process Design

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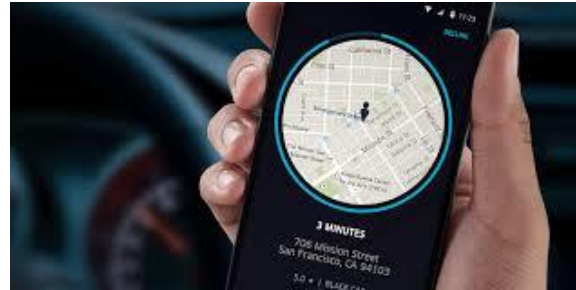
- Why do we need Lean for New Processes?
- Examples of New Processes
- 3P (Production Preparation Process)
- 3P Examples
- Lean Startup
- Lean Startup Examples
- Q & A

# Why do we need Lean for New Processes?

- New Laws
- New Policies/Initiatives
- New Technology
- New Agencies
- New Facilities

# New Laws

- Uber/Lyft
- Autonomous Vehicles
- Airbnb
- RelayRides/Turo
- Tesla



*White Plains, New York Store*

# New Laws

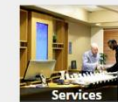
- Mixed Martial Arts
- Medical Marijuana



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## COMING SOON TO NEW YORK!

At Columbia Care, our goal is to be the premier provider of medical marijuana services and pharmaceutical-grade products to qualifying patients in New York and throughout the United States. Our mission is to improve and revitalize lives and communities through partnership, research, education and the responsible use of our products as a natural means to alleviate symptoms and improve our patients' quality of life.



# New Policies/Initiatives

- TasteNY



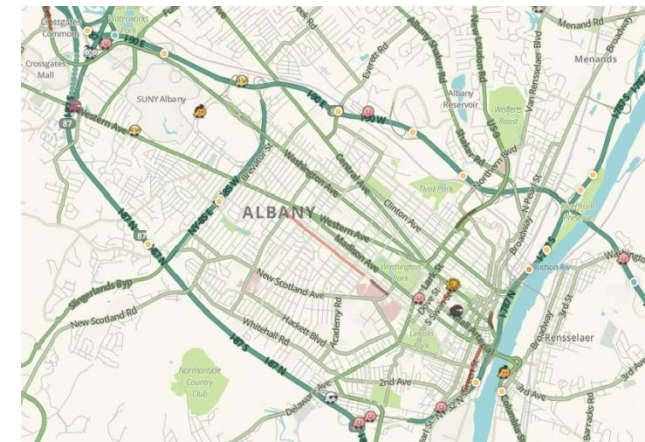
- Mass Immunization

- Common Core



# New Technology

- Bar Codes
- Smart Phones
- Waze Connected Citizens Program
- License Plate Scanners



## New Agencies

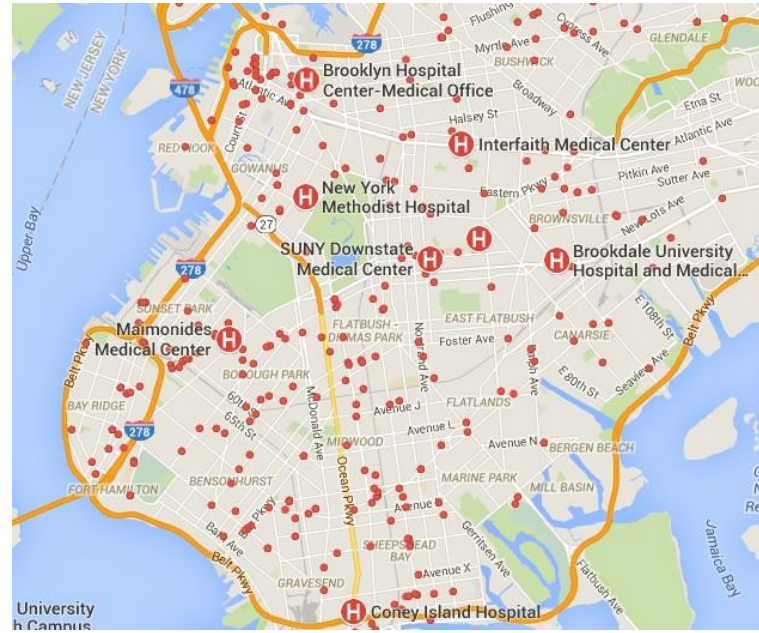
- Justice Center for the Protection of People with Special Needs





# New Facilities

- TasteNY
- Brooklyn Hospital
- Office “Restacking”



# 3P – Production Preparation Process

- Create a Master Plan
- Process Planning
- Equipment/Facilities Planning
- Equipment Procurement
- Process Readiness
- Trouble Shooting
- Sustaining and Managing the Process

# Who should be on the team?

- Subject Matter Experts
- Supervisors
- Counsel
- IT
- Facilities
- Finance
- HR
- Customers

# Create a Master Plan

- Who are the customers?
  - Demographics, Segmentation
- What do the customers need/want?
  - Quantity
  - Variety
  - Demand Pattern
  - Cycle Time
  - Location(s)
- How can we measure quality?

Get Input Directly from Customers

# Process Planning

- What are the steps in the process?
- Can any steps be eliminated/combined/streamlined?
- How can you build quality into the process?
- How should the process be laid out?
- Try several alternatives
- Use tabletop simulations
- Use process mockups



# Equipment/Facilities Planning

- What equipment do you need?
- Do you already own it?
- Can you modify existing equipment?
- How much space do you need? Where?
- Can you use existing facilities?
- How much time do you need to set up the process?
- How much will it cost?

# Equipment Procurement, Hiring & Training

- Buy or modify equipment
- Move to location
- Hire or reallocate staff
- Train staff in process

# Process Readiness

- Full-scale process testing
- “Soft open”?
- Pilot test?
- Refine process
- Establish start date





# Troubleshooting

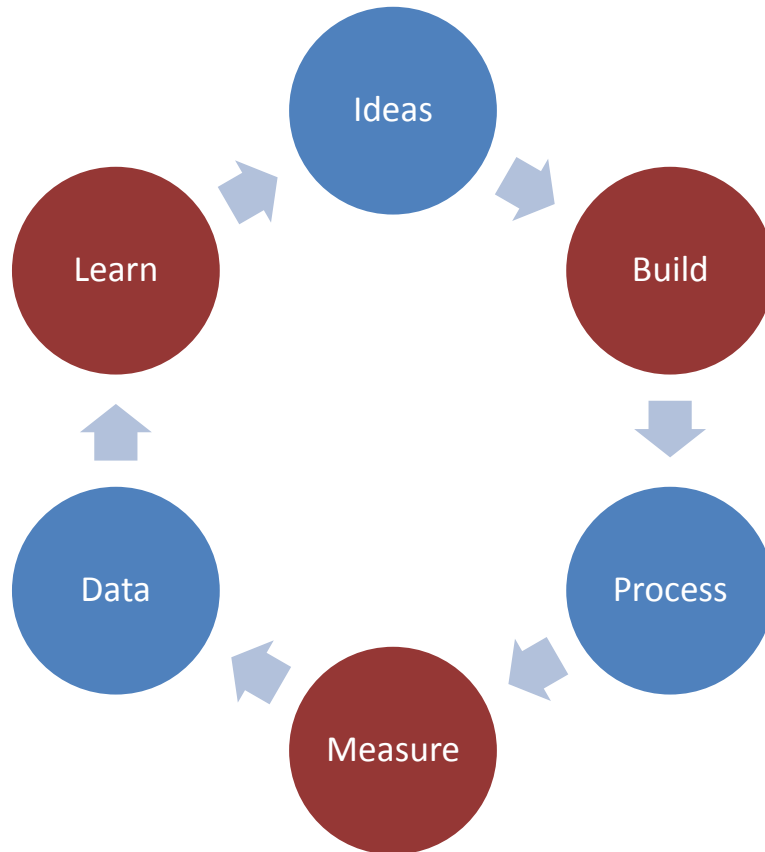
- Are you meeting customer demand?
- Identify and correct quality/service issues
- Refine the process



# Sustaining & Maintaining

- Monitor customer demand
- Adjust staffing/process to match demand
- Monitor quality/service levels
- Implement root cause corrective actions
- Monitor and respond to customer feedback

# Lean Startup



# Ideas

- Define your customers' problem(s)
- Identify customer pain points
- Use Voice of the Customer (VOC)
- What is the result (benefits) if you can solve the customer's problem?
- Benchmark the competition
- Determine Leap of Faith Assumptions (LOFA's)
  - What needs to be true for the process to be successful?
  - Value or Growth?

# Build

- Build a series of Minimally Viable Products/Processes to test LOFA's
  - Maximum Learning with Minimum Effort
- Show prototype processes to customers to obtain feedback
- It's not supposed to be perfect
- It doesn't even have to be real/functional



# Process

- Determine key metrics
  - Prioritize by Importance vs. Time to Test
- Track learnings and feedback against LOFA's

Importance for  
Project Success


Time to Test

# Measure

- Establish a baseline
- Experiment to see if you can improve key metrics
- Metrics should be:
  - Actionable (demonstrate cause and effect)
  - Accessible
  - Auditable

# Data

- If you start to see diminishing returns, Pivot or Persevere
- Pivot in a new direction based on feedback
  - Zoom-in (focus single feature)
  - Zoom-out (expand features)
  - Shift Customer Segment
  - Shift Customer Needs
  - Shift Technology
- Persevere and stick to your strategy



# Learn

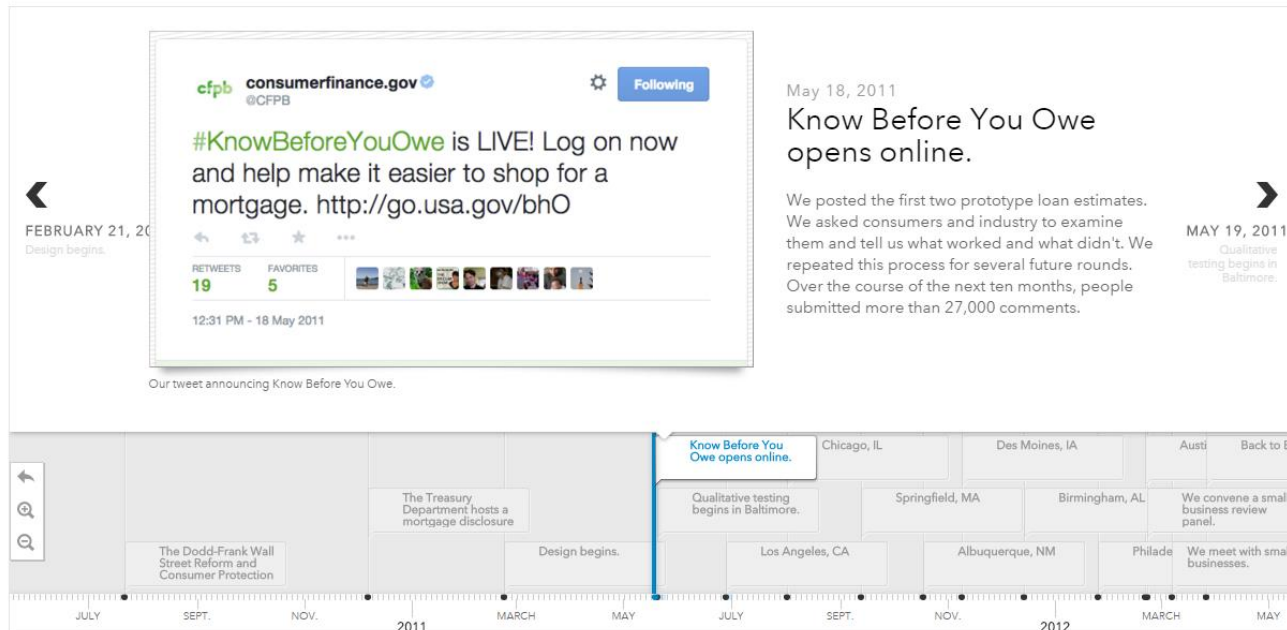
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# Government Lean Startup Examples

## Consumer Financial Protection Bureau

### Timeline

Follow this timeline to understand the process of how this rule and our work around it has developed since the CFPB's beginnings. [Read the full timeline.](#)



<http://www.consumerfinance.gov/know-before-you-owe#0>

# NYC.gov Hackathon

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Join us for an unprecedented community event at General Assembly to kick off the reinvention of New York City's primary web presence. Civic participation meets the digital age.

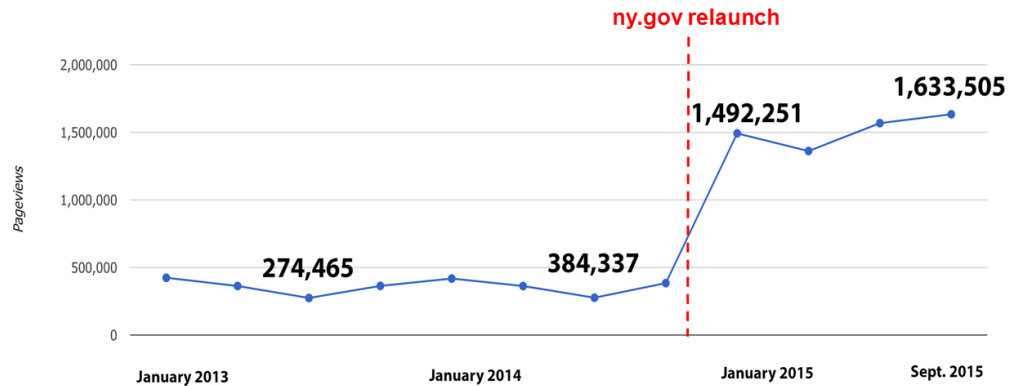
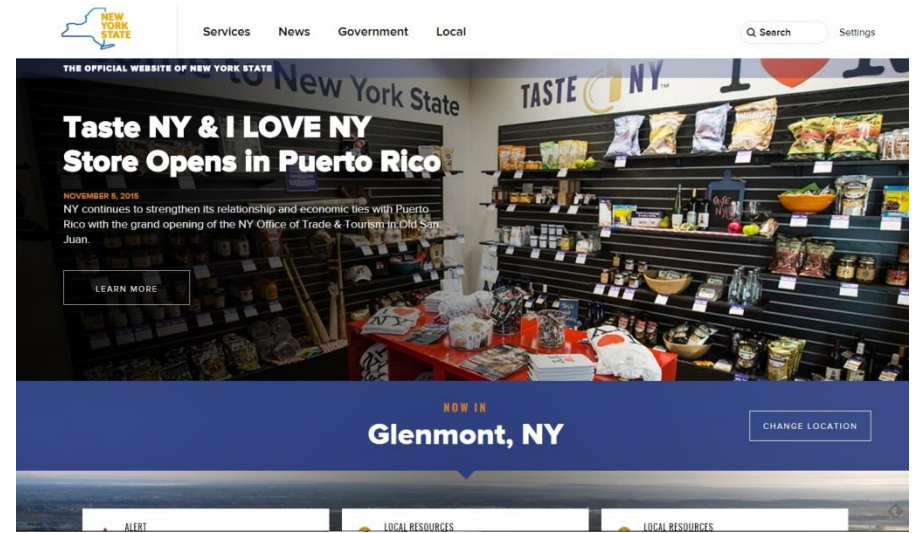
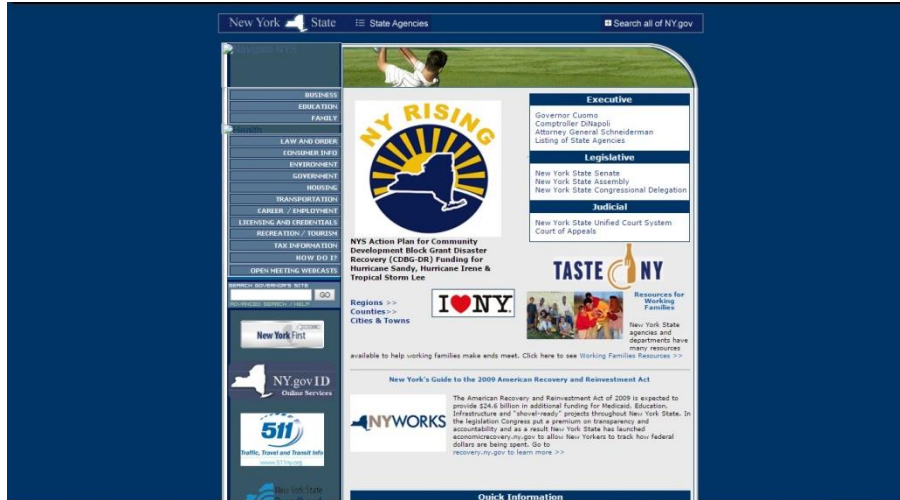
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# NY.gov Relaunch



Questions?