

Send the right shipment

Turn shipment counts into a focused improvement test.



PROPOSED ARRANGEMENT / GENERATED ILLUSTRATION

SAMPLE START

4%

shipments contain errors

PROPOSED GOAL

1%

error goal

A synthetic ten-day audit of 3000 shipments finds 120 with at least one counted error. Wrong-SKU cases dominate the mutually exclusive primary-error classification.

Scope: One fulfilment zone and standard orders. Returns, hazardous goods and unusual-order pathways are out of scope for the first experiment.

Proposed completion: day 30. The following pages show the project phases, six-S workstreams, named owners and evidence for the closing review.

Fictional project and team. Starting figures are authored samples. Goals and future arrangements are proposed, not achieved results. Photographs do not supply the measurements.

See the change. Make a practical plan.

Two illustrative views of the same workspace. The report belongs to this example.

ILLUSTRATIVE STARTING CONDITION



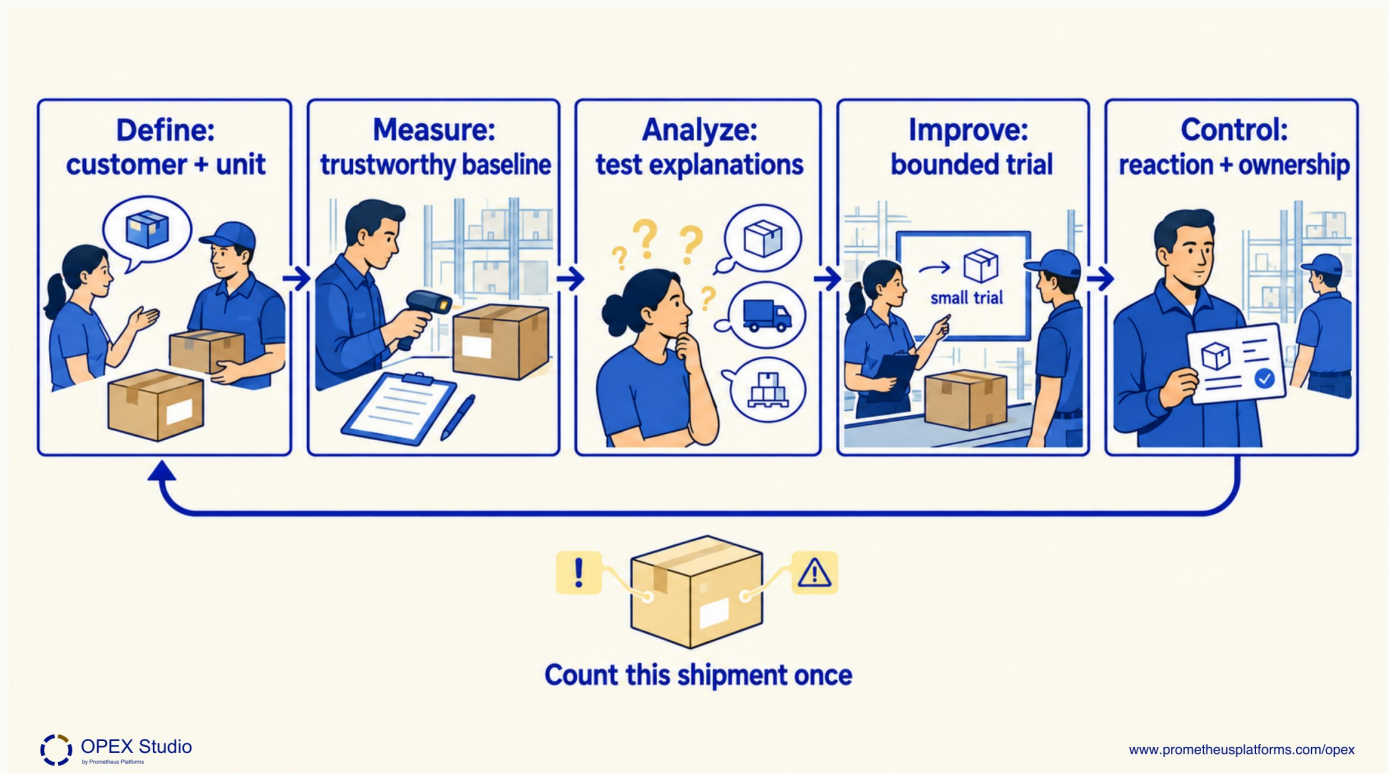
PROPOSED ARRANGEMENT



Discuss the arrangement with the people doing the work. Confirm local operating requirements, technical suitability and the actual result before accepting a change. This is not a completed project photograph.

Make each DMAIC phase produce evidence

Send the right shipment



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Primary error classification / authored sample

Wrong SKU	66
Short quantity	36
Wrong label	18

Define a shipment error consistently before counting. The retained baseline is 120 error-containing shipments from 3000 audited shipments, or 4%. Its 66 wrong-SKU, 36 short-quantity and 18 wrong-label counts are primary categories. Validate the recording method, use patterns to guide causal tests, trial a countermeasure, and specify how the process will be monitored afterwards. DMAIC is useful for an existing process whose performance needs improvement.

TRY IT / DISCUSS

If one shipment has two errors, can it be counted twice in the 4% shipment measure?

Check your reasoning: No. Count it once as an error-containing shipment; a separate defects measure would need its own definition.

METHOD SOURCES / Q06: DMAIC | Q10: Fishbone Diagram | S03: ASQ: Control Chart

Compare fairly and respond when performance slips

Send the right shipment



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Adjacent look-alike SKUs

90/1000 = 9%

Other locations

30/2000 = 1.5%

Association only; compare the order mix.

PILOT RUN CHART / NO RESULTS YET

Error rate (%)

Comparable observations in time order

Use the location difference to choose an investigation, not to declare cause. Preserve denominators and compare similar order mixes. Check the proposed error goal of 1% alongside throughput of at least 220 lines per labour-hour. A reaction plan names who checks a signal and what containment or investigation follows. Add a statistical control chart only after selecting a suitable chart and defensible data; a target line is not a control limit.

TRY IT / DISCUSS

Why is a Pareto bar not a root-cause conclusion?

Check your reasoning: It ranks recorded categories; it does not establish the mechanism causing them.

METHOD SOURCES / Q06: DMAIC | Q10: Fishbone Diagram | S03: ASQ: Control Chart

DMAIC: the worked example.

Keep the original method visible. Six-S work supports the project; it does not replace its analysis or verification.

Step	Worked example	Evidence state
Define	Reduce counted shipment errors in one fulfilment zone; agree the customer requirement and scope.	Proposed / awaiting evidence
Measure	Verify classification; retain 3000-unit baseline and exposure denominators.	Synthetic baseline / measurement confirmation pending
Analyze	Investigate wrong-SKU concentration and location association; do not infer causation.	Proposed / awaiting evidence
Improve	Run a matched location/cue pilot with error and throughput measures.	Proposed / awaiting evidence
Control	Assign the daily measure, reaction and escalation owner; keep results pending until measured.	Proposed / awaiting evidence

Method reference: [DMAIC](#)

Read the sample. Agree what to measure.

These values describe an authored starting exercise. A new comparable sample is needed to verify a result.

Audited shipment errors

Day	Audited	Errors
1	300	9
2	300	11
3	300	12
4	300	10
5	300	14
6	300	13
7	300	15
8	300	11
9	300	12
10	300	13

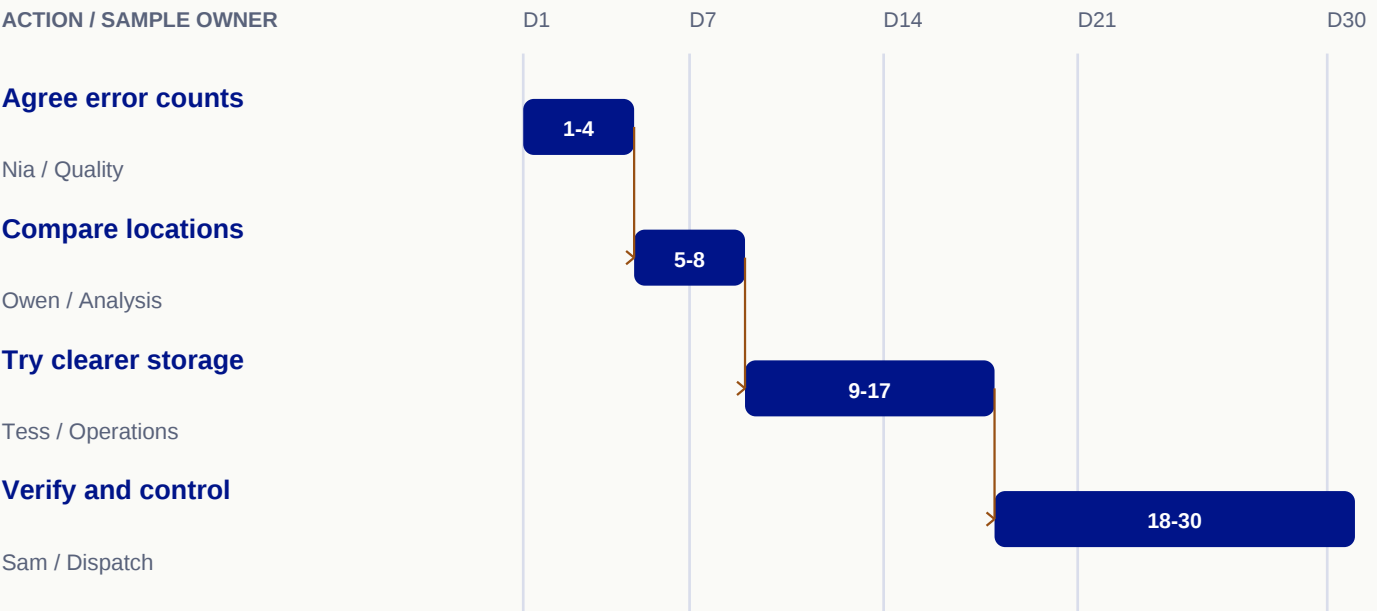
Shipments with a counted error: start 4 %; proposed goal 1 %. Shipments with at least one confirmed content/label error / audited shipments; 120/3000 baseline.

Confirmed pick throughput: start 220 lines per labour-hour; proposed goal 220 lines per labour-hour. Confirmed picked lines / direct picking labour-hours; pilot must not fall below baseline without an explicit trade-off decision.

A 30-day project.

A clear finish to work toward.

Four project phases with named owners. Dependencies show the sequence; the final review decides what to retain or revise.

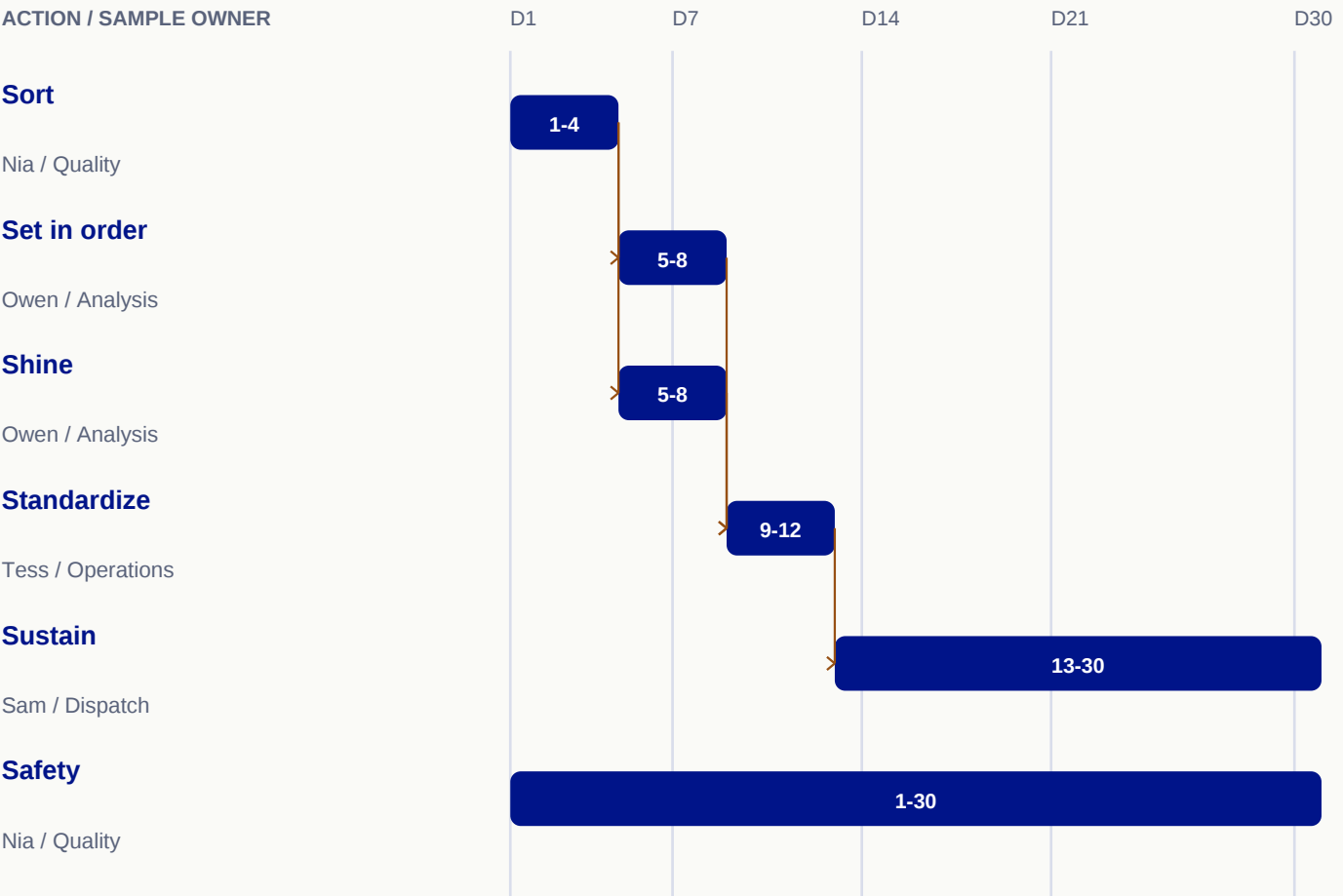


Days / owner	Project phase	Check before moving on
1-4 Nia / Quality	Agree error counts	Two reviewers classify the same sample consistently.
5-8 Owen / Analysis	Compare locations	Compare error rates for similar shipments, with the number shipped visible.
9-17 Tess / Operations	Try clearer storage	Compare similar shipments; record errors and work completed per hour.
18-30 Sam / Dispatch	Verify and control	Reach the 1% error goal while maintaining work completed per hour.

Planned completion decision: day 30. Unfinished work, failed checks or missing evidence may extend the trial. Dates and owner names are illustrative and must be agreed locally.

Six S. One shared timeline.

Proposed project completion: operating day 30. Each workstream has a named owner; Safety remains active throughout.



Arrows show the checks that must finish before the next dependent action starts. Sort is followed by arrangement and correction of recurring problems; both feed the agreed standard.

Day 30: review, decide and assign the next step

Review the measured project result, all six workstreams and unresolved actions before deciding to retain, revise or extend the trial.

Required local controls are checked before the trial and remain active throughout.

Repeated checks provide evidence for review; the schedule does not establish a Sustain score.

Fictional sample team. Relative operating days; set real dates with the responsible team. A due date is a planned check, not evidence of completion.

What each S will deliver.

Proposed actions and acceptance evidence. All results remain unmeasured until the team completes its checks.

S / owner / timing	Action to complete	Evidence for acceptance
Sort Nia / Quality Days 1-4	Remove mixed-stock confusion Identify obsolete stock, loose returns and unassigned cartons; resolve each item through the inventory owner before relocation.	Every moved item has a verified identity and destination; inventory balances reconcile.
Set in order Owen / Analysis Days 5-8	Separate look-alike picks Pilot clear locations for the selected SKU family while preserving traceability and approved stock support.	A matched picking sample confirms item and location identity without extra unrecorded searching.
Shine Owen / Analysis Days 5-8	Reset the pick faces Clean accessible shelves and floor areas through approved routines and log damaged packaging or recurring debris.	The next shift checks recurrence and routes damaged racks or stock to the responsible owner.
Standardize Tess / Operations Days 9-12	Agree the scan and return rule Write the tested pick, confirmation and return sequence for the pilot locations; train one shift before widening it.	Operators demonstrate the same sequence; exceptions and unreadable labels have a response owner.
Sustain Sam / Dispatch Days 13-30	Watch errors and effort Track audited errors and confirmed lines per labour-hour in comparable work through the control review.	Both the error denominator and throughput are visible; the improvement is not accepted by appearance alone.
Safety Nia / Quality Days 1-30	Keep access and loads checked The competent warehouse lead reviews traffic, shelf loading and material-handling controls before layout changes.	Approved routes and loading limits remain in place; concerns are resolved before the changed area is used.

The receiving owner checks the evidence before closing an action. Record a failed check, the next response and a revised review date; do not mark the whole project complete because the area looks better.

Finish with evidence. Choose the next improvement.

A polished workspace and a completed schedule start the discussion. Actual checks decide whether the change worked.

At the completion review

1. One error-containing shipment is one unit; primary categories are mutually exclusive.
2. Location association is not a verified cause; account for exposure and case mix.
3. The 1% goal is a performance target, not an SPC limit or a capability claim.

Keep the result visible

Routine	Accountable sample owner	Response
Shipment error rate with audited denominator Daily; weekly review	Nia / Quality lead	Investigate affected work, contain per local procedure and verify the corrective response.
Confirmed pick throughput Per shift	Tess / Warehouse lead	Examine added effort, mix and interruptions before scaling the change.

Closing decision: retain, revise or extend.

Record measured results, open actions, the receiving owner and the next review date. A goal remains a goal until the evidence supports the claimed result.

Authored example, fictional people and generated imagery. This report is public teaching material; it does not certify a workplace, establish safe operation or record a customer outcome.