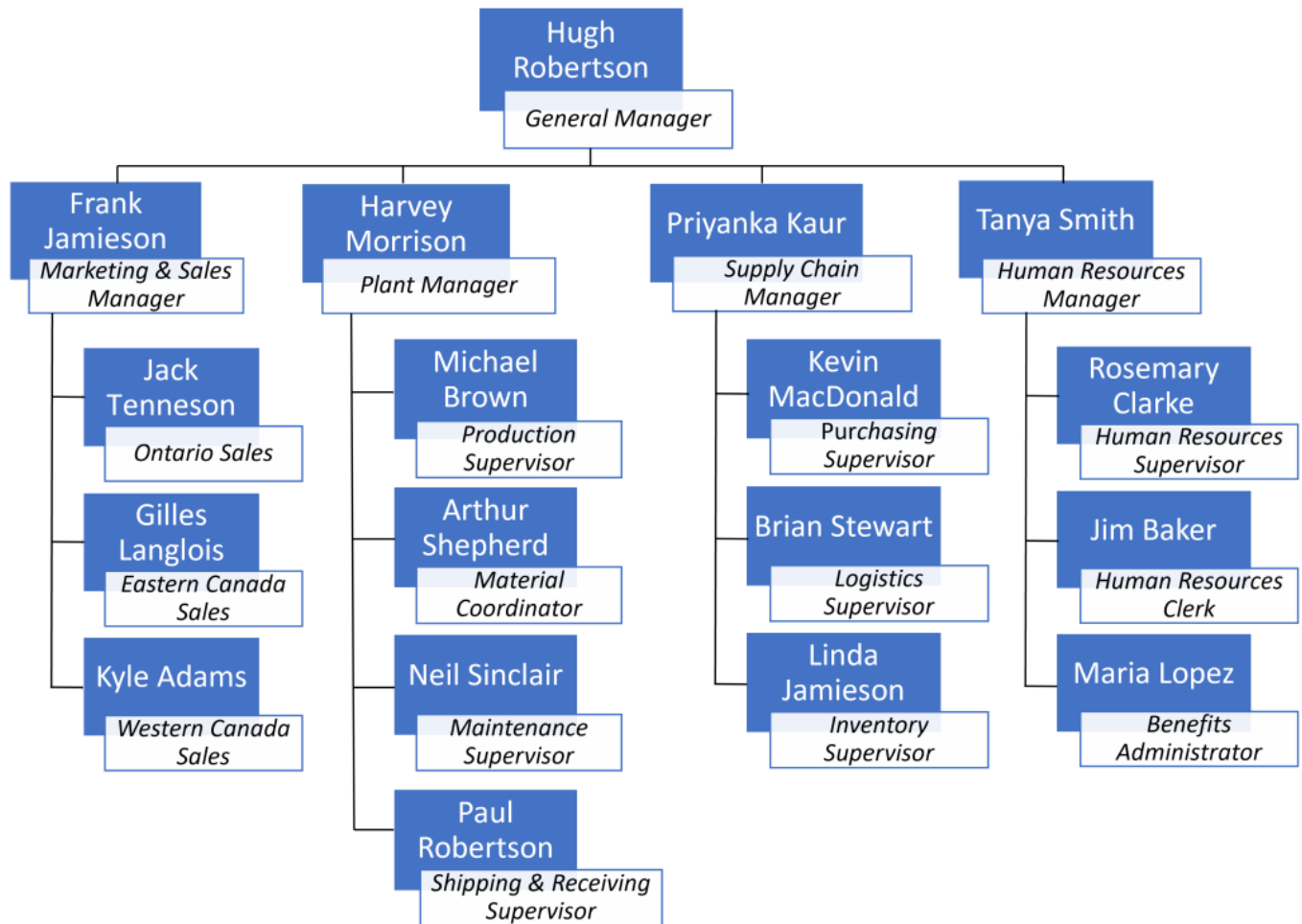


## 1.5: Appendices

### Appendix A – Organizational Chart

Organizational Chart



[Image description for organizational chart.]

[Return to Case Text]

[Return to Activity Step 1]

### Appendix B – Late PO Data

Reasons for Late (PO Lines)	Month 1	Month 2
Incorrect Data Entry	12	13
Documentation Issue	4	3

Reasons for Late (PO Lines)	Month 1	Month 2
Expedite Request – Could not be executed	1	3
Vendor – Over Capacity	5	5
Quality Issue – Reject	4	1
Wrong Shipment Method	1	2
Incorrect Item Shipped	0	0

A follow-up study on Incorrect Data Entry was conducted to gain further insights.

Incorrect Data Entry	Month 1	Month 2
Receipt Incorrect	1	1
Receipt not Entered on Time	4	6
Incorrect or Missing Promise Date	6	5
Unknown	1	1

[\[Return to Case Text\]](#)

[\[Return to Activity Step 3\]](#)

## Appendix C – Purchase Order

PO #: 6579902  
DATE: 10/03/2022

ISSUED TO:  
Orillia Components  
408 3rd Street  
Orillia, ON  
L3V 4K4

SHIP TO:  
Crawford Automation  
155 Dunlop St. West  
Brampton, ON

COMMENTS OR SPECIAL INSTRUCTIONS:  
Please ensure PO# is identified on all labels, packing slips, and invoices.

SALESPERSON	QUOTE	REQUISITIONER	SHIPPED VIA	F.O.B. POINT	TERMS
	1333-3	ST	Own Truck	Origin	2% 10 Net 30 Days

QUANTITY	DESCRIPTION	UNIT PRICE	TOTAL
35 ea	7703455 Stainless Steel 1/2 Inch Flange	37.97	1,329.30
60 ea	82398 Component Roller Wheels	17.00	1,020.00
15 ea	9902210547 Roller Bearings- Engineering Code G	65.25	978.75
30 rolls	236884645 Conveyor Belt Friction Tape	14.99	449.70
1 kit	34522 Portable Install Kit	535.00	535.00

[Accessible purchase order \[downloads a Word document\].](#)

[\[Return to Case Text\]](#)

[\[Return to Activity Step 3\]](#)

## Appendix D – Key Supplier Performance Report

(Jan. 1 – Dec. 31, 2022)

Supplier	Location	Part/Material	# of Purchase Orders (PO)	Purchase Order Value	% PO Delivered on Time	Average Order Lead Time	% of PO with Confirmation Dates	% of PO Delivered Complete *
<b>Orillia Components LTD.</b>	Orillia, ON, Canada	Power distribution cable harness						
<b>TSMC</b>	Hsinchu, Taiwan	Programmable controller						
<b>Precision Gear Corp</b>	Monterrey, Mexico	Hydraulic gear subassembly						
<b>Adams Machine Co.</b>	Edmonton AB Canada	Feeder tray						
<b>Lakeshore Robotics</b>	Belleville, ON, Canada	Motor control drive system						

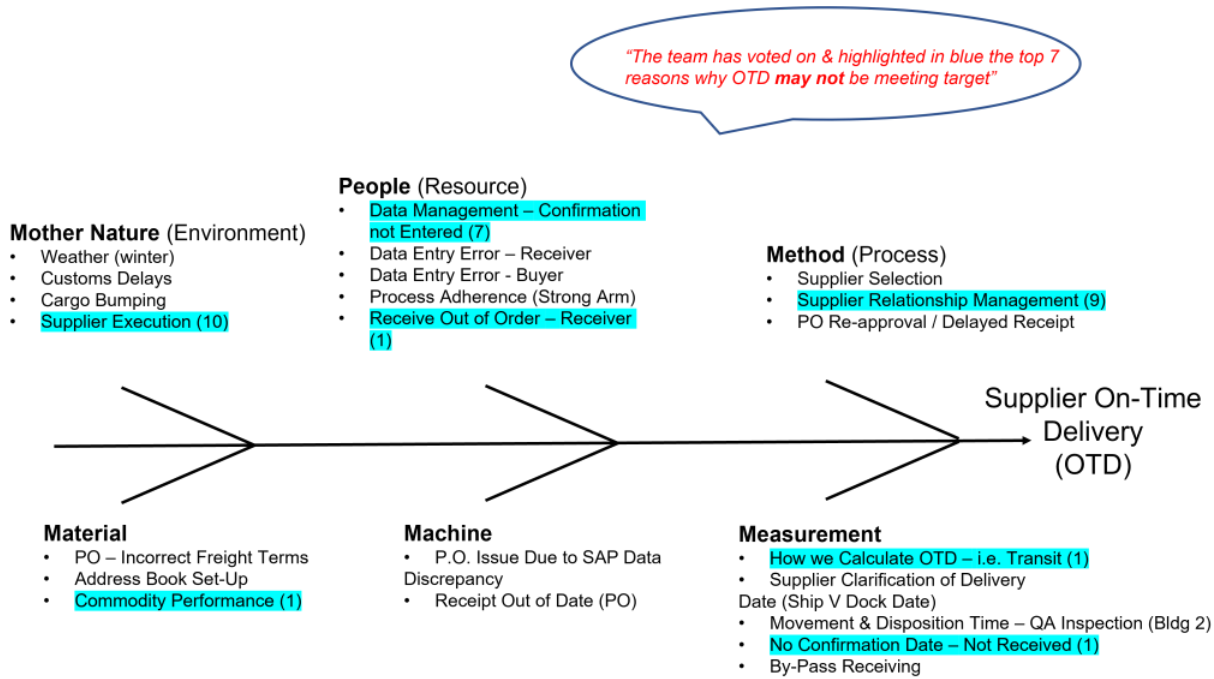
- Notes: For the purposes of analysis you will need create formulae and use logical and summary spreadsheet functions to calculate the measures for the Key Supplier Performance Report.
- # of Purchase Orders: The # of Purchase Orders placed with each supplier.
- Purchase Order Value: The total value of Purchase Orders for each vendor
- % of PO Delivered on Time: This calculation requires logic. If there is no promise/confirmation date then a on-time order is when the Date Delivered = Promise/Confirmation Date. When the confirmation date is missing then an on-time order is when the Date Delivered = Date Required
- Average Order Lead Time – Lead Time = days difference between Date Ordered and Date Required
- % of PO with Confirmations – The % of purchase orders that had confirmation dates, summarize for each supplier
- % of PO Delivered Complete – A complete order is defined when the # of lines delivered = # of lines ordered

[\[Return to Case Text\]](#)

[\[Return to Activity Step 3\]](#)

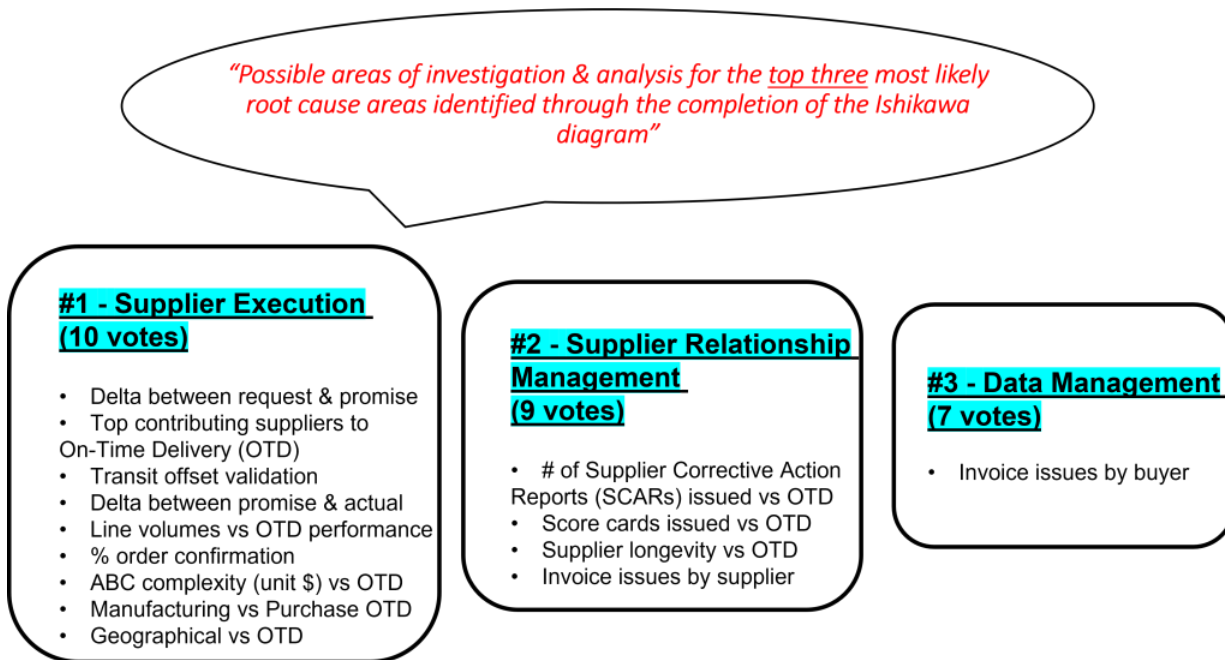
## Appendix E – Packing Slip





[Image description for Ishikawa Diagram]

## Appendix F1 – Ishikawa Top 3 Analysis



[Image description for Ishikawa Top Three Analysis]

[\[Return to Activity Step 3\]](#)

## Appendix G – The Five Whys Template

### The Five Whys Template

This Five Whys template is used to systematically identify the root causes of problems observed in the workplace. It is in table form and allows users to document the observed effects of three different problems and then focus on the root cause by

documenting the Gemba evidence found in answer to the question “Why?”.

5 Whys Analysis						
	Cause #1		Cause #2		Cause #3	
	What?	Describe Evidence	What?	Describe Evidence	What?	Describe Evidence
i.						
ii.						
iii.						
iv.						
v.						

[Image description for Five Why analysis template.]

[Accessible Five Whys analysis template \[downloads a Word document\].](#)

[\[Return to Activity Step 3 Continued\]](#)

---

This page titled [1.5: Appendices](#) is shared under a [CC BY-NC-SA 4.0](#) license and was authored, remixed, and/or curated by [Stephen Thomson](#), [Kevin Hollis](#), and [Laurie Turnbull](#).