

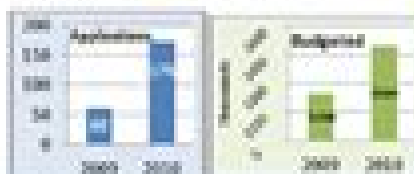
Theme: Prescriptive Lighting Rebate Program

Problem Statement: Projected increase in number of applications will overburden current process

Background

Program provides funds when energy efficient lighting is installed

- Multiple points of submission and contact
- Applicants submit the same person multiple times
- Demand expected to triple in 2015 with no additional resources
- Program budget doubled for 2015
- Process will serve as model for future prescriptive Green programs



Current Conditions

- Incomplete paperwork from Customers/Trade Ally
- Disorganized data management/ redundant data entry
- Multiple points of contact at submission & invoicing
- 15 days for customer to receive rebate check. Process time is only 3.5 hours
- Conflicting statistics reported to Senior Management



Target Condition/Messurable (Rejection)

- Improve NCR on initial application from 75% to 95%
- Improve NCR on invoice from 85% to 95%
- Reduce Lead Time from 15 days to 48 hours (50%)
- Reduce Process Time from 3.5 hrs. to 1.5 hrs. (57%)
- Increase correct delivery point of application to 95%



Root Cause Analysis



Problem Owner: Jeff Tamm, Rick, Al, Joe (PMA/The Relationship)

Coach: Kevin Martin

Countermeasures/Implementation Plan

#	Implementation Activity	Type	Responsible	Due Date	% Complete	Completion Date
1	Create user interface for data entry & validation	P	Joe/Al	4/15/2014	100%	
2	Create database application	P	Joe/Al	4/15/2014	100%	
3	Create email reports	P	Joe/Al	4/15/2014	100%	
4	Set up reminder and approval in CRM	P	Joe/Al	4/15/2014	100%	
5	Create check routing/Check order for pay & invoice	SI	Joe/Al	4/15/2014	100%	4/15/2014
6	Improve preliminary work information	SI	Joe/Al	4/15/2014	100%	4/15/2014
7	Final check to customer	SI	Joe/Al	4/15/2014	100%	4/15/2014
8	Rebate per approved job list	SI	Joe/Al	4/15/2014	100%	4/15/2014
9	Final invoice of activity/Check to house to mailing	SI	Joe/Al	4/15/2014	100%	4/15/2014
10	Improve collection of feedback from process	SI	Joe/Al	4/15/2014	100%	4/15/2014
11	Improve data used, formatted as needed	SI	Joe/Al	4/15/2014	100%	4/15/2014
12	Improve content of lighting equipment application	SI	Joe/Al	4/15/2014	100%	
13	Improve examples of completed forms & application	SI	Joe/Al	4/15/2014	100%	4/15/2014
14	Improve initial process in CRM	SI	Joe/Al	4/15/2014	100%	
15	Improve data to use	SI	Joe/Al	4/15/2014	100%	4/15/2014
16	Create job list	SI	Joe/Al	4/15/2014	100%	

Effect Confirmation

Metrics:

- 50.00%** Improvement in Lead Time
- 57.14%** Improvement in Process Time
- 42.86%** Improvement in Rebate First Pass Yield

Observations:

- Monitor NCR on initial application to achieve 95%
- Monitor NCR on invoice to achieve 95%
- Monitor delivery point of application to achieve 95% consistency
- Maintain time span of + 3 days between invoice approval and check delivery

Process Owner: Jeff Tamm
Planning: Kevin Martin

Follow-up Action

- Identify personal touch point/method associated with check delivery
- Re-evaluate process prior to 2015 program
- Institute process owner on use of metrics to monitor process

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