COMPANY NAME: Date:

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| INSTRUCTIONS This checklist is provided as a tool for identifying opportunities to reduce resource usage in the value chain and/or product lifecycle. It should be customised to suit your business. Sections may be added, removed or duplicated, according to your business model and organisation structure, and text changed to reflect organisational language. It is not exhaustive. Give us feedback on this template at https://businessactionlearningtas.com.au/contact-us/ |

# Business function/Question Prompts Findings/Observations

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| **Product design** |  |  |
| Is there a design process in place? | *Is it followed?* |  |
| Is customer feedback on design sought? |  |  |
| Are production staff consulted on design? |  |  |
| Are sales staff consulted on design? |  |  |
| How are materials selected? | *Are substitutions sought for hazardous and high impact materials?* |  |
| Are sustainability principles applied to product design? | *Servitisation, de-materialisation, DfD, material substitution, repair/reuse?* |  |
| **Procurement** |  |  |
| Is there a procurement process in place? | *Is it followed?* |  |
| Are there competing suppliers? |  |  |
| How is supplier performance measured? | *Quality, delivery, environmental performance?* |  |
| What requirements are specified for the supplier? | *Quality standards, packaging, recycled content, sustainably sourced, country of origin?* |  |
| What types of raw materials and stock are sourced? | *Virgin, recycled, recyclable, hazardous, renewable, compostable?* |  |
| Where are suppliers located? | *Local, interstate, overseas?* |  |
| What is the longest transit time for raw materials and stock? |  |  |
| How are raw materials and stock transported? | *Rail, road, air or sea? Are there delays?* |  |
| Are there any additional processes for imported goods? | *Quarantine, fumigation, customs? Does this cause delays?* |  |
| Do minimum bulk quantities apply? | *Does this cause over-ordering?* |  |
| **Production planning** |  |  |
| Is there a production planning process? | *Is it followed?* |  |
| How is production scheduled? |  |  |
| Is there a bill of materials (BOM) for each product? |  |  |
| Is there an MRP/ERP? |  |  |
| Are JIT principles applied? |  |  |
| Review known occurrences of: | *How are these recorded?* |  |
| ☐ over-ordering materials |  |  |
| ☐ ordering materials too soon |  |  |
| ☐ ordering materials too late |  |  |
| ☐ over-production | *Goods produced “just-in-case”?* |  |
| ☐ inefficient scheduling | *Excessive changeovers, aborted runs?* |  |
| ☐ rushed orders |  |  |
| **Goods inward** |  |  |
| Are goods checked on arrival? |  |  |
| Review known occurrences of: | *How are these recorded?* |  |
| ☐ Quality issues |  |  |
| ☐ Quantity inaccuracies |  |  |
| ☐ Damaged goods |  |  |
| ☐ Wrong product |  |  |
| ☐ Missing goods |  |  |
| How efficiently are goods handled? | *Moved more than once?* |  |
| Is supplier packaging excessive? |  |  |
| How is supplier packaging disposed? | *Sent off-site (landfill), sent back to supplier, re-used on-site, re-used off-site?* |  |
| **Warehousing (Raw materials and stock)** |  |  |
| Are raw materials/stock difficult to find? |  |  |
| Are raw materials/stock clearly labelled? |  |  |
| Are raw materials/stock locations recorded? |  |  |
| Are losses recorded? |  |  |
| Are there occurrences of losses through: | *How are these recorded?* |  |
| ☐ damage, pilfering |  |  |
| ☐ expiration |  |  |
| ☐ misplacement |  |  |
| Is there excessive ageing stock? |  |  |
| How efficiently are raw materials/stock handled? | *Moved more than once?* |  |
| Is there powered handling equipment in use? | *Electric, gas-powered?* |  |
| Is the warehouse climate controlled? | *Heated, cooled, moisture?* |  |
| **Production Area 1** | *Duplicate this section for each area* |  |
| How often is the product handled between value adding steps? |  |  |
| What is the total distance travelled across all value adding steps? | *Excessive, moderate, minimal?* |  |
| Is product checked between value adding steps? | *Are quality issues detected early?* |  |
| Is there any spillage or breakage in process? |  |  |
| Are there material losses in process? | *Leakage?* |  |
| Are there material losses in setup/changeover? |  |  |
| Note evidence of: |  |  |
| ☐ Over- or unnecessary processing |  |  |
| ☐ Over-production | *In excess of schedule?* |  |
| ☐ Product waiting |  |  |
| Are there material losses through defective product (scrap or rework)? |  |  |
| Are there offcuts of material? |  |  |
| Are there any leakages from equipment? | *Compressed air, water, oil?* |  |
| Is there evidence of any other emissions? | *To air, water, soil?* |  |
| Overall Equipment Effectiveness: |  |  |
| ☐ Measured |  |  |
| ☐ Efficient |  |  |
| ☐ Inefficient |  |  |
| Equipment condition: |  |  |
| ☐ Scheduled maintenance |  |  |
| ☐ Evident lack of maintenance |  |  |
| ☐ Frequent breakdowns |  |  |
| In-process packaging: |  |  |
| ☐ Virgin material |  |  |
| ☐ Recycled material |  |  |
| ☐ Single use |  |  |
| ☐ Re-used in-house |  |  |
| PPE |  |  |
| ☐ Supplied |  |  |
| ☐ Single use |  |  |
| ☐ Laundered |  |  |
| How many production shifts are there? |  |  |
| **Warehousing (Finished goods)** |  |  |
| Are finished goods difficult to find? |  |  |
| Are finished goods clearly labelled? |  |  |
| Are finished goods locations recorded? |  |  |
| Are there occurrences of losses through: |  |  |
| ☐ damage, pilfering |  |  |
| ☐ expiration |  |  |
| ☐ misplacement |  |  |
| Is there excessive ageing stock? |  |  |
| How efficiently are finished goods handled? | *Moved more than once?* |  |
| Is there powered handling equipment in use? | *Electric, gas-powered?* |  |
| Is the finished goods warehouse climate controlled? | *Heated, cooled, moisture?* |  |
| **Goods outwards** |  |  |
| Are finished goods checked prior to despatch? |  |  |
| Review known occurrences of: | *How are these recorded?* |  |
| ☐ Quality issues |  |  |
| ☐ Quantity inaccuracies |  |  |
| ☐ Damaged goods |  |  |
| ☐ Wrong product |  |  |
| ☐ Missing goods |  |  |
| How efficiently are finished goods retrieved? | *Moved more than once?* |  |
| How much packaging is applied? | *Excessive, moderate, minimal?* |  |
| What type of packaging is used? | *Recyclable, recycled, re-used?* |  |
| **Distribution** |  |  |
| Where are customers located? | *Local, interstate, overseas?* |  |
| What is the longest transit time for finished goods? |  |  |
| How are finished goods transported? | *Rail, road, air or sea?* |  |
| Are there distribution centres or warehouses closer to the customer? | *Who owns/controls?* |  |
| Are there third party distributors? | *Who pays for damaged/missing goods?* |  |
| Are cubing efficiencies considered? |  |  |
| Are there any additional processes for exported goods? | *Quarantine, fumigation, customs? Does this cause delays?* |  |
| How much damage occurs in transit? | *Quantify, if possible* |  |
| **Retail** |  |  |
| Are products sold online? |  |  |
| Are products sold in retail stores? | *Company owned? Third party?* |  |
| Is physical stock displayed? | *How much and does it lose value?* |  |
| How efficiently is stock handled? | *Moved more than once?* |  |
| How much product training do staff receive? | *Materials, Country of origin, product care, disposal options, etc* |  |
| How much information is provided with the product? | *As above* |  |
| How much information is provided elsewhere? | *As above* |  |
| Do retail staff seek feedback from the customer? | *If so, how recorded?* |  |
| Review known occurrences of: | *How are these recorded?* |  |
| ☐ Pilfering |  |  |
| ☐ Shoplifting |  |  |
| ☐ Slow moving stock |  |  |
| ☐ Expired stock |  |  |
| ☐ Returned stock |  |  |
| **After-sales service** |  |  |
| Do products have a manufacturer’s warranty? |  |  |
| Are any after-sales services offered? | *Customer support, installation, repair?* |  |
| How can customers provide feedback? |  |  |
| What options are available at the end of the product life? | *Return to manufacturer, repair, re-use, recycle, compost, landfill?* |  |
| What options are available for product packaging? | *Return to manufacturer, re-use, recycle, compost, landfill?* |  |

A drawing of a face

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