ANNEX
Rapid Improvement Exercises consists of these main activities (subject to suitability of each RIE):

**Process Mapping**
This activity is done to map the current and the future value stream. The former is done as the first activity during the RIE, where the different stakeholders map out the step-by-step flow of the process in detail.
The future VSM is mapped out after the solutions from the brainstorming activities have been conducted. The team will then develop the most effective workflow incorporating the solutions which address the wastes and issues identified.

**8 Wastes**
Wastes are identified during the Go and See, as the team orientates themselves to the process the RIE is addressing. The wastes observed are categorised into the various groups such as defect reworks, over production, waiting, not utilising staffs’ talent, transportation, inventory, motion and excessive processing.

**Root Cause Analysis**
This activity involves the use of the ‘5 Whys’ to drill down to the crux of the problem. Upon identifying the root cause of the issues at hand, the team will subsequently address them during the brainstorming activity.

**Paradigm Shift**
An activity conducted during the RIE prior to the brainstorming phase. This activity requires the team to suggest paradigms and mental models that can be addressed, taking a closer look to determine if these issues can be changed. This exercise guides the team to rethink the old way of working and be open to new possibilities. After acquiring some lean strategies via ‘cell concept’, the feasibility of shifting these paradigms are assessed by the team to decide on solutions to create break down the paradigms that have formed.

**Ideal State**
This activity allows the team to explore the perfect scenario for their work processes without any constraints. The guiding principles from this exercise are then extracted to guide the team in their process to derive solutions.

**Cell Concept**
Comprising several segments, the cell concept is a guide for brainstorming and to derive at solutions. Through the ideas of one piece flow, learning from best practices, application of 6S, creating built in quality, standard work and visual management, the team develops solutions to streamline the current practices.

**Plan-Do-Study-Act**
Plan-Do-Study-Act cycle is the framework to guide and test out improvement changes. It depicts the steps of developing, testing, implementing and reviewing of the actions. It enables changes to be experimented on a small scale before implementing across the board.