

ATTACHMENT 3

Section II Questionnaire Data

Respondents	Root Causes Overproduction	Root Causes Delay	Root Causes Unneeded Transport or Movement	Root Causes Over-Quality, Duplication	Excessive Variation, Lack of Standardization	Root Causes Failure Demand, Lack of Customer's Focus	Root Causes Underutilized Resources	Root Causes Manager's Resistance to Change
SME01	Mixed laundry service type that causing confusion	Consumers do not sort the type of laundry	Searching for tools (i.e. iron) that cause employees to move around	The use of perfume repeatedly during the washing process and the ironing process	Employees do not follow the existing SOPs	Employees are less focused when working	Less experienced employees	Management believes that management knows more about the laundry management
SME02	Low demand at that time	Employees re-check the type of laundry	After using a tool, the tool is not cleaned and not restored to the original place	The process of clothes drying done twice	Lack of standard format	Employees are chatting or joking while working	Uneven workload of employees	Disagreement between management and employees
SME03	Exchanged service type between laundry	Looking for a customer's laundry that takes a while	The tools are not organized so employees need time to find the tool when they want to use it	The process of drying clothes done twice	Standard time not defined	Employees do not complete their work	Lack of sense of responsibility of employees in carrying out its work	Lack of communication between management and employees

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SME04	Laundry is mixed up in the inventory causing some laundry service is mixed with the other	Trouble of finding customer's laundry	The work place is not tidy	Planning in the laundry process is not ready	Un-standardized processing time	Employees are less responsive to customer demand	Lack of trained employees	Employees tend to be passive and do not care about the problems that exist in laundry
SME05	Up and down of demand	A big amount of laundry with different types	The tool is not restored to its original place after use	Perfumes are given repeatedly during washing and ironing process	The lack of clarity of SOP on each type of laundry service	Employees do not pay attention to customer order	Uneven workload	The lack of two-way communication between employees and management
SME06	Uncertainty of demands	The process of finding a customer laundry in a storage place is quite time consuming	Unavailability of storage for the laundry tools	Giving perfume and drying is done repeatedly	Lack of standardization of time in each part of the laundry process	Time management is not well organized by employees	Lack of trained employees	Management tends not to change
SME07	Season causing demand fluctuating	A lot of laundry in the storage area, so it must be checked one by one which	The work area for employees is not tidy	Duplication process during drying process due to drying done twice using machine and	Un-standardized washing time	Employees are impatient at work	Employees tend to be indifferent and do not help their friends in work	Management tends to sort out employee inputs and only do what seems to be in line with what management

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		has a certain customer		sunlight				ent considers important
SME08	Mixed up service type during process	The process of weighing and recording of receipts that time consuming	The working tools are often placed haphazardly after use	Perfume is given twice in one laundry process	Some clothes are faded. Because it is not sorted like the existing SOP	Employees are not serious at work	Uneven workload among employees	Management is less flexible and does not take any change
SME09	Error in data input causing miss assignment service type	Customers mix the type of laundry that should be separated	Employees are not rearrange the tools and materials after use	The process of drying is done twice	Giving perfume during the process of clothes iron and washing process (repeated)	Overloaded outfits make employees unfocused	Lack of trained employees	Do not discuss transparently between employees and managers
SME10	Error in conducting service type of laundry	The process of finding laundry that has been completed in the storage	The place is a mess	The clothes are dried twice in the sun and using a drying machine	There is no standard in the drying process	Employees do not prioritize express service customers	Uneven workload due to lack of tolerance among employees	There is no medium for discussion between employees and management on the issues
SME11	Mixed up service type of the laundry	When the customer comes with a mixed laundry type so the weighi	The lack of awareness over the workplace tidiness	Drying clothes is done twice in one process	Lack of standardization on clothing sorting process before being washed by	Employees do not listen the information from consumers	Uneven employee skills	Less communication between employees and management

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		ng process is long			employees	carefully		
SME12	Laundry is piled up causing error in service type process	When a customer loses a receipt so the process of searching / picking up of laundry becomes difficult	Less ergonomic workplace	Drying process with sunlight and with machine	Time management for laundry process is not standardized	The employee did not double check the laundry results before reaching the customer	Different employee experience in this industry	Employees are more passive and do not give any input to management
SME13	Error in conducting service type of laundry and uncertainty of demand	Untidy storage area	Look for a laundry or a tool	Perfume distribution process is done twice during the process of washing and ironing	Employees are not obedient to SOPs that have been made	Employees sometimes in a rush in work cause the results of the laundry is not good / perfect	Inexperienced employee	Disagree about suggestions and criticism between management and employees
SME14	Uncertainty of demands	Employees carelessly in placing the finished laundry	Inefficient work site arrangement	Giving perfume (fragrance) during washing clothes and also perfume	Employees do not work according to SOP when not supervised	Employees are less focused while working	Unskilled labor	Less flexibility management with changes offered by employees

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				le (fragrance spray) during the ironing process				
SME15	Low demand causing less service in process	The laundry storage that has been finished is not tidy	Sometimes workplaces get messy	Drying clothes done repeatedly	Employee not following SOPs	Employees do not focus when clothes are piling up	Uneven workload	Management feels more understanding and understand the problems that exist than employees
SME16	Mixed up service type of customer's laundry	The process of searching / picking up laundry in the storage area	The tool is not returned after use so when the employee needs it, they must find the tool first	Laundry is dried by machine and also with sunlight	The education of laundry procedures is not clear enough	Employees like to chat. So, sometimes there is a mistake in handling customer clothes	The workload is not evenly distributed	Employees are indifferent to the problem
SME17	Human error causing mixed up service type of the laundry	Many laundry that has been stacked in laundry storage, causing	Work processes that require employees to move over the workplace	Duplication in drying process	There is no standard on the washing process	Employees are not focused	Less-trained workforce	Employees tend to be less aware of the problems

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		g the laundry to be not tidy						
SME18	Miscommunication between employees causing mixed up service type	The laundry storage is not tidy, so the search / pick up process is quite long	Unorganized workplace of employees	Less efficient of SOP in laundry process	The procedure at the washing process is unclear	Employees like to joke while working	Employees are less experienced and less skilled in performing their duties	Employees do not understand about laundry management
SME19	Misconducting the service type in the process	Lots of laundry that has not been taken by the customer and not neatly arranged	Search for tools (i.e. irons, hanger, and clothes clips)	Repeating the drying process using a drying machine	Employees are not obedient to the SOP of the laundry process	Lack of focus of employees while being overtime	Uneven workload	Lack of ability and knowledge of employees to solve the existing problems
SME20	Mixed up service type in the process	Finding the completed laundry in the laundry storage takes a while	The layout of working positions changes frequently, make the employees must bring the tools to move	Repeating the process of giving perfume while ironing	Employees do not follow SOP in packaging process	Employees often chat and joke while working	Lack of employees' sense of responsibility for work	Communication does not go both ways (between management and employees)

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SME21	Lack of control and communication causing mixed up service type of laundry	Type of laundry that is not separated by the customer	The tools are often change places with no available places to store the tools. So, employees should look for tools when they needed	Duplication process in giving perfume on clothes	Employees work arbitrarily when not supervised	Employees sometimes do not make a note and forget customer requests / records	Uneven workload among employees	Advice from employees who are considered not as a solution by management
SME22	Demand fluctuation	should check the customer's laundry type	Not returning the tool after use	Perfume is given when the clothes are washed and at the time of ironing	There is no standard in the ironing process	Employees are less focused	Employee skills and experience are uneven	Employees tend not to understand and indifferent to existing problems
SME23	Low demand because of season	The registration desk is sometimes not tidy	Workplace conditions are less well organized	Repeating during the drying process by using sunlight and using a drying machine	There are employees who do not follow the standards of packaging clothes	Employees sometimes do not focus	Some tasks can only be done by some employees who are experts in the task	Employees do not dare to express their opinions to management

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SME24	Misconducting service type of the laundry	Laundry registration desk and laundry storage are not tidy	Loss of tools needed in the laundry process	Drying is done in two stages	Drying procedure is unregulated	The employees joked while working	Uneven employee ability	Management is more familiar with laundry systems than employees
SME25	Wrong data entry to the process	Many finished laundry that have not been taken by customers, make the storage space full and difficult when looking for the laundry to be taken	Claw clothes and clothes hanger are not organized and employees must look for it first	Repeated spraying / giving perfume	Employees do not comply with existing standards	Employees like to chat	Uneven employee workload	Lack of communication between management and employees
SME26	Laundry is mixed up before process causing wrong process of service type	The laundry storage is not tidy and unorganized	Arrangement of tools that are less tidy. So, that employees take a long time to	The process of spraying perfume done repeatedly. At the time of ironing	Often the packaging process is not in accordance with the standards that have been made	Lack of focus of employees while serving customers	skills and experience of employees different between each other	Management lacks confidence in employee solutions

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			find the tools	and washing clothes				
SME27	Laundry is piled up in waiting to be process inventory causing mixed up of laundry process	The lack of tidy in laundry storage area	Employees do not return the tools or tidy up the tools after use so that the tools are scattered	The SOP is less effective in our laundry process	Employees often do not apply the standard of drying process	Employees like to joke while working	Lack of motivation in employees to learn new things	Management does not agree with employees suggestions
SME28	Demand fluctuation	Messy storage area	Finding a tool that is not restored in place. Even sometimes, the tool is lost	Ineffective SOP in drying process	There are no SOPs in the drying process	Sometimes employees are not focused	Employees are passive to learn new things	There is no communication between management and employees
SME29	Miscommunication between employees	The laundry registration desk was not organized neatly	The workplace is not tidy	Giving perfume while washing and also ironing	Employees do not follow the standards during the drying process	Employees are not serious and like to chat when handling clothes	Employees tend to be afraid to try new things	Employees do not advise on existing issues
SME30	Misconducting service type of the laundry	Employees need time to process the weighing clothes	The working tool condition is not organized. Thus, tools are	The drying process should be done twice (repeated)	Lack of supervision causes employees to sometimes not follow the establishe	Employees sometimes lack focus in handling	Employees tend to be indifferent to learning new things	Employees are not active in providing solutions to problems that occur

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		and looking for completed laundry (takes a long time)	often lost		d standards	customer clothing		