



TIER Communication

SQDCP-BOARD

Understanding TIER Internal Communication within the AMANN Organization
Enhancing Productivity with Tier Meeting Boards and Visual Management Systems

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Purpose of This Learning Nugget

This document explores AMANN's 5 Tier communication framework, showing how TIER meetings and visual management systems:

- Facilitate clear, structured communication up and down the organization.
- Enable rapid, fact-based decision making at the appropriate level.
- Promote ownership, transparency, and a culture of continuous improvement.

Implementing this framework empowers teams—from shop floor to executive leadership—and aligns daily operations with AMANN's global vision for operational excellence.

1. Introduction – Why It Matters

Effective communication is foundational to AMANN's success. The TIER system ensures that critical information flows seamlessly between frontline staff and leadership, enabling quick escalation, timely response, and consistent alignment with strategic objectives. Whether you're in production or senior management, understanding this approach is integral to contributing to our continuous improvement culture.

2. The 5 Tier Communication Structure

Tier	Who?	When?	Purpose
Tier 1	Frontline teams & shift leaders	Each shift (2–3× daily)	Review KPIs, address safety/issues, set shift goals
Tier 2	IPT, supervisors, support functions	Daily (morning)	Tackle unresolved Tier 1 issues with cross-functional input
Tier 3	Plant/site leadership & department heads	Daily	Review escalations, performance trends, resource allocation
Tier 4	IPT leads, COE experts	Weekly	Address systemic issues, approach continuous improvement
Tier 5	Exec leadership, site stakeholders	Monthly	Strategize aligned performance and global AMANN goals

3. How It Works in Practice

Tier Meetings as Short Interval Management

Tier meetings are brief (10–30 minutes), stand up sessions grounded on daily performance reviews, quick problem focused discussions, and action driven outcomes

Visual Management is Key

Visual management tools ensure information is visible, consistent, and actionable. This follows lean principles ('mieruka') and eliminates hidden inefficiencies

- Real time data and color coding (e.g., SQDCP boards) ensure clarity and rapid response.
- Digital tier boards offer automated updates, remote visibility, and history tracking—unlocking faster assessments and integration with MES systems

4. Tier 1–3 Workflow Example

1. Tier 1 (Shift Start/End)

Quick huddles focused on SQDCP (Safety, Quality, Delivery, Cost, People). Shift targets are set and reviewed with immediate feedback

2. Tier 2 (Morning)

Supervisors escalate unresolved issues from Tier 1. Cross-functional input (maintenance, quality, engineering) is integrated

3. Tier 3 (Site Leadership)

Broader strategic oversight, coordinating escalations, reviewing trend KPIs and allocating resources. Critical issues are elevated here

4. Tier 4–5

Tier 4 (weekly) focuses on systemic improvement; Tier 5 integrates site performance with global AMANN strategic goals.

5. Key Benefits Backed by Industry Insights

- **Stronger Communication & Reduced Silos:**

Tier meetings break down departmental barriers and ensure cross-level visibility

- **Faster Problem Solving:**

Escalations move rapidly through tiers enabling timely resolutions at the right level

- **Enhanced Accountability:**

Clear ownership through visual boards and action tracking promotes follow through

- **Employee Engagement:**

Teams are empowered to voice issues and propose solutions during short, daily interactions

- **Operational Excellence Gains:**

Companies adopting tiered structures often experience up to 30 % improvement in key performance metrics

6. Best Practices for TIER Implementation

1. **Start Where You Are:**

Begin with existing meetings (Tier 3 or Tier 1) and extend gradually

2. **Choose Focus KPIs:**

Limit metrics to the most impactful KPIs (e.g., SQDCP) to keep meetings concise

3. **Use Visual Tools:**

Employ boards or digital solutions—emphasize real-time data, color-coded visuals, and escalation identifiers

4. **Ensure Cadence & Routine:**

Keep meetings consistent in duration and frequency—stand ups promote engagement

5. **Clarify Escalation Protocols:**

Define which issues should move between tiers, avoiding overlap and wasting time

6. **Track & Follow Up Actions:**

Record action owners and deadlines; regularly review progress in subsequent meetings

7. Example: SQDCP Board in Action

Category	Purpose	Visual Cue	Action
Safety	Report incidents, near-misses	● / ● / ●	Add immediate safety measures
Quality	Log defects/rework	● / ●	Identify root causes
Delivery	Track output vs. plan	● / ● / ●	Allocate resources
Cost	Monitor scrap/efficiency	● / ● / ●	Trigger cost-saving actions
People	Staff, training, morale	● / ● / ●	Schedule interventions



8. Summary – Why You Should Care

- The tiered system provides **speed, structure and focus** in managing operations.
- **Visual boards** and data consistency drive transparency and accountability.
- Active participation at every tier supports AMANN’s mission of delivering operational excellence across the globe.
- With disciplined cadence and clear escalation logic, the TIER system becomes a competitive advantage—and a daily routine for smarter, faster results.

Reflective Questions

1. **Which issues should be escalated to the next tier to avoid delays or cost impacts?**
Think about which topics exceed your responsibility or require broader decision-making.
2. **What types of problems can and should be solved directly at your level?**
Consider how you can take ownership to reduce inefficiencies and save time.
3. **How do you currently ensure that follow-up actions are tracked and completed?**
Reflect on your habits and tools to keep tasks visible and closed effectively.
4. **How can applying the SQDCP structure help reduce waste or prevent errors in your daily work?**
Identify concrete ways to increase productivity through better structure.
5. **In what ways does TIER support faster decision-making and better use of resources in your area?**
Think about how clear communication and visibility improve results.
6. **What can you personally do to make your team’s TIER meetings more impactful and result-oriented?**
Focus on actions that bring clarity, save time, and improve outcomes.

Glossary of Terms & Abbreviations

Lean & Flow Fundamentals

- **Cell / U-Cell** — Compact, process-oriented layout (often U-shaped) enabling one-piece flow, visual control, and multi-skilled operation.
- **One-Piece Flow** — Movement of units one at a time (or one small lot) through consecutive steps with minimal buffers.
- **Takt Time (TT)** — Available production time per period ÷ customer demand; the pace at which the cell must produce.
- **Cycle Time (CT)** — Time to complete one unit or cycle at a workstation/process.
- **Lead Time (LT)** — Elapsed time from order to delivery; includes processing and waiting.
- **Work in Process (WIP)** — Inventory between start and finish of a value stream.
- **Bottleneck / Constraint** — Process with the least capacity that limits overall throughput.
- **Value Stream Mapping (VSM)** — End-to-end visualization of material and information flow to identify waste.
- **Yamazumi (Balance Chart)** — Stacked bar chart used to balance workload across operators or steps.
- **Heijunka (Leveling)** — Smoothing of volume and mix to stabilize flow and resources.
- **Pitch** — Fixed time interval that links planning to the shop floor (often TT × pack size).
- **Gemba** — “The real place” where value is created; go-and-see management practice.

Methods, Systems & Visual Control

- **SMED (Single-Minute Exchange of Dies)** — Reducing changeovers by shifting internal to external tasks and simplifying setup.
- **Kanban** — Pull signal (card/bin/electronic) to replenish only what is consumed.
- **Supermarket** — Controlled buffer with set min/max to decouple processes.
- **FIFO Lane** — First-in-first-out queue to preserve sequence and lead-time predictability.
- **Andon** — Visual/audible alert for status and abnormalities; empowers stop-to-fix.
- **Poka-Yoke** — Error-proofing devices or methods preventing defects at the source.
- **Jidoka** — Built-in quality and autonomous stop upon abnormality.
- **Standard Work (SW)** — Best-known method combining standard sequence, time, and WIP for stability.

- **Skill Matrix** — Visual grid of operator capabilities vs. tasks to plan cross-training and coverage.
- **PFEP (Plan for Every Part)** — Structured data set for each item: supplier, pack, storage, delivery, usage.

Quality & Industrial Engineering

- **FPY (First-Pass Yield)** — % of units passing a process without rework.
- **OEE (Overall Equipment Effectiveness)** — Availability × Performance × Quality.
- **CTQ (Critical to Quality)** — Product/process attributes vital to the customer (e.g., shade, tensile).
- **SPC (Statistical Process Control)** — Control charts to monitor stability and variation.
- **Cp / Cpk** — Process capability indices vs. specification limits (centering accounted in Cpk).
- **FMEA / RPN** — Failure Mode & Effects Analysis; Risk Priority Number ranks failure risk.
- **MSA (Measurement System Analysis)** — Studies (e.g., Gage R&R) to validate measurement reliability.
- **SOP (Standard Operating Procedure)** — Controlled instruction document for consistent execution.
- **PPAP (Production Part Approval Process)** — Formal approval package for customer/launch readiness (if required by sector).

Planning, Logistics & Business KPIs

- **MRP / ERP** — Material Requirements Planning; Enterprise Resource Planning systems for planning/integration.
- **MES** — Manufacturing Execution System (dispatching, tracking, parameters, traceability).
- **BOM** — Bill of Materials; structured list of components/consumables (e.g., yarn, dyestuff, lubricant).
- **SKU** — Stock Keeping Unit; unique item code.
- **MOQ** — Minimum Order Quantity set by supplier or economics.
- **VMI** — Vendor Managed Inventory; supplier monitors and replenishes stock.
- **OTIF (On-Time In-Full)** — Delivery reliability metric.
- **EPEI (Every Part Every Interval)** — Time to cycle through the full product family at leveled conditions.
- **COGS / CoO** — Cost of Goods Sold / Cost of Ownership; key financial metrics for decisions.

- **Postponement** — Delaying final differentiation (e.g., dyeing/color) to reduce inventory and improve responsiveness.

Sewing Thread – Process & Product Terms

- **Winding** — Forming yarn packages (cones/bobbins) suitable for downstream processes.
- **Twisting** — Combining filaments/plies to achieve target structure, strength, and handle.
- **Heat-Setting** — Thermal stabilization to lock twist and dimensional stability.
- **Dyeing** — Applying dyestuffs to achieve target shade; batch or continuous methods.
- **Lubrication / Finishing** — Applying finishes (e.g., silicone, wax) to control friction, heat, and sewability.
- **Spooling / Rewinding** — Transferring thread onto final delivery package (e.g., king spool, cone) to spec.
- **Shade** — Perceived color of dyed thread vs. standard.
- **ΔE (Delta E)** — Numeric color difference vs. standard (instrumental colorimetry).
- **Package Density** — Mass per unit volume on the package; impacts dye penetration and drying.
- **Lot / Dye Lot** — Traceable batch with homogeneous parameters and history.
- **Tex / dtex / Denier** — Linear density units (Tex=g/1000 m; dtex=g/10,000 m; Denier=g/9000 m).
- **Count (Ne / Nm)** — Cotton metric (Ne) or metric count (Nm) indicating fineness in indirect systems.
- **TPI / TPM (Twist per Inch / Meter)** — Twist level applied to the yarn/thread.
- **Tenacity / Tensile Strength** — Load at break normalized by linear density / absolute; key performance measure.
- **Elongation at Break** — % extension at failure; critical for seam performance.
- **Coefficient of Friction (CoF)** — Sliding resistance; strong driver of needle heat and sewability.
- **Lube Pickup (%)** — Mass of finish taken up by the thread; affects CoF and handling.
- **Hairiness** — Surface fibers protrusion; impacts appearance, friction, and linting.
- **Moisture Regain** — % moisture absorbed under standard conditions; affects weight and dyeing.
- **Core-Spun** — Filament core (e.g., polyester) wrapped by staple fibers (e.g., cotton) for strength/handle.
- **Ply** — Number of combined ends (e.g., 2-ply, 3-ply).
- **Package Types** — Cones, tubes, king spools, cops; defined by geometry and capacity.

Compliance, Safety & Sustainability

- **REACH / RoHS** — EU regulations controlling chemicals and hazardous substances.
- **ZDHC** — Zero Discharge of Hazardous Chemicals program/guidelines.
- **MSDS / SDS** — (Material) Safety Data Sheet for chemicals used in production.
- **Higg Index** — Tools to measure sustainability performance (facilities/materials).
- **EHS** — Environment, Health & Safety; regulatory and internal standards.
- **Traceability** — Ability to track materials, parameters, and lots through the value stream.

Cross-Site & Global Operations

- **Master Recipe / Golden Batch** — Harmonized, validated process parameters used as cross-plant standard.
- **Process Window** — Approved parameter ranges guaranteeing capability (e.g., temp, time, tension).
- **Tech Transfer** — Structured replication of a process/cell to another site (documents, training, run-at-rate).
- **Run at Rate (R@R)** — Verified production at the required volume and quality before release.
- **Obeya** — Large visual management room for cross-functional coordination and problem-solving.
- **A3** — Structured problem-solving/reporting method on a single A3 page.

Contact for Support

For any feedback, questions, or suggestions, please contact:

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