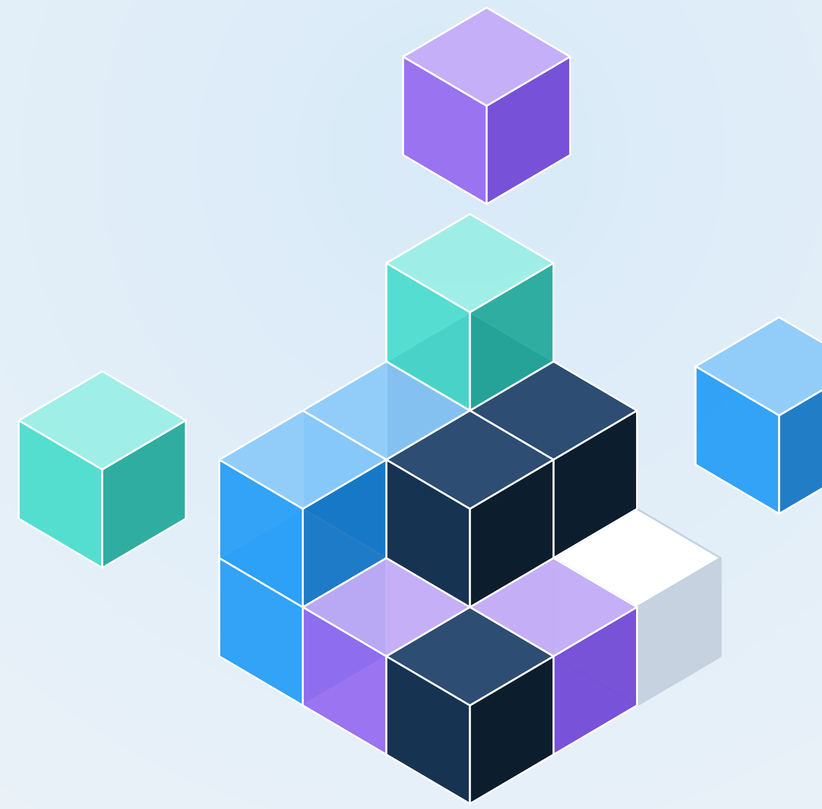
PRODUCTION & MANUFACTURING

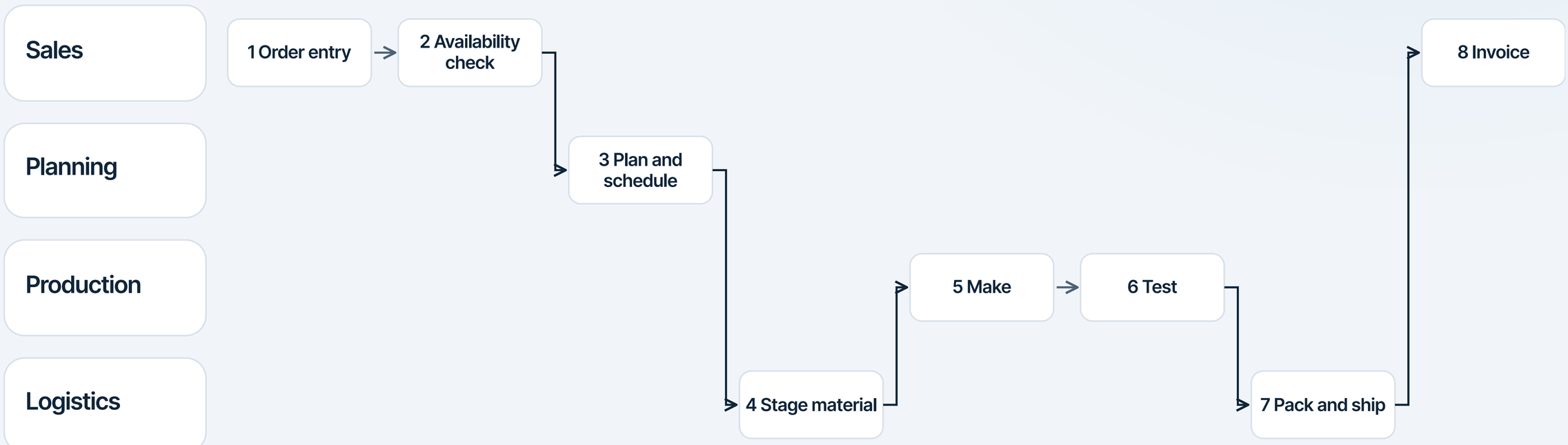
From Order to Shipment



Order-to-shipment is the end-to-end path a customer order takes through sales, planning, production and logistics until the goods leave the plant.

01 THE CORE MODEL

SWIMLANES · ONE ORDER ACROSS FOUR FUNCTIONS



Swimlane

One row per function shows who does what and where handoffs happen.

Handoff

Each change of lane is a queue and a source of delay or error.

Order-to-ship lead time

Time from order entry until the goods leave the plant.

02 WHERE TIME GOES

Most delay sits in the handoffs between lanes, not inside them.

FUNCTIONAL — END-TO-END

FUNCTIONAL VIEW

- Each department optimizes its own step
- Orders wait in inboxes between lanes
- Nobody owns the total lead time

END-TO-END VIEW

+ One owner for order-to-ship lead time
+ Fewer handoffs, clearer triggers
+ Order status visible to every lane

03 WORKED EXAMPLE

SPECIAL-ORDER VALVE · TRACING ONE REAL ORDER

SALES — Order keyed
availability confirmed

→

PLANNING — Released Tuesday
after the weekly MRP run

→

PRODUCTION — Made in one day
after days in the queue

→

FINDING — Waiting, not work
daily release introduced

04 MANAGEMENT TAKEAWAYS

01 — Map the real order path
Follow one actual order through every lane and timestamp each step.

02 — Cut handoffs first
Merge steps or move decisions to the lane that has the information.

03 — Give lead time an owner
One person accountable for order-to-ship time across functions.

05 COMMON MISTAKE

LIMITATION

Mapping the ideal process

Workshops often draw the process as designed. Measure real orders to see loops, waits and workarounds.