

Company Profile

**Off the Wall Custom Framing
and Art
Marshfield, Wisconsin**

**Retail store – custom framing
Two employees**

Challenge:

After being in business for more than 10 years, the owner of this retail shop found it necessary to streamline order fulfillment and payment practices to ensure continuous production and improved cash flow.

Solution:

By using SNAPSHOT™, Process Analysis Activity, Off the Wall owner, Jody Frahmman, is able to identify where the bottlenecks are within the process as well as develop action plans that will eliminate the bottlenecks.

Results:

“We were getting bogged down and not getting things done on time. SNAPSHOT helped us with a realistic, goal-oriented improvement plan. It showed us the things we were doing wrong, and we were able to become much more organized.”

Jody Frahmman, Owner
Off the Wall Custom Framing
and Art

Retailer Refines Order Fulfillment, Payment Processes for Greater Success

Jody Frahmman has been the owner of Off the Wall Custom Framing and Art for more than 10 years. In growing the business, Frahmman and his wife, Brenda, have emphasized exceeding customer expectations with attractive pricing, a vast selection of framing choices, and a quick turnaround time on orders.

However, in recent years as the business has continued to grow, an increasing number of customers have neglected to pick up their orders and pay for them in a timely way. To remove bottlenecks from the system and to ensure a continuous cash flow, it recently became obvious to Frahmman that the whole order fulfillment process needed to be reviewed and refined.

“We were getting bogged down and not getting things done on time,” Frahmman says. He points out that the business was under increasing pressure as a result of customers waiting weeks and even months to pick up and pay for their orders, which put a crunch on cash flow and caused orders to fall behind.

Frahmman then brought in Innovative Management Tools to conduct a process analysis session. Using IMT’s SNAPSHOT activity, he was quickly able to see where the problems were occurring as well as to look for ways to reverse some of the trends that had been negatively impacting the business. “SNAPSHOT helped us with a realistic, goal-oriented improvement plan. It showed us the things we were doing wrong, and we were able to become much more organized,” Frahmman says.



Off the Wall Owner Jody Frahmman works on an order after consulting his order status board, one of the process improvement outcomes from his SNAPSHOT session

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Business Improvement Case Study

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As a result of the SNAPSHOT session, Frahmman was able to pinpoint practices that could be altered to improve cash flow as well as to prompt customers to pick up orders on time. “In order to attract more customers to the shop, we had never expected or asked for payment, partial or full, upfront,” Frahmman explains. “However, what we saw to be a customer service turned out to raise the cost of doing business when people didn’t pick up orders in time for us to take advantage of supplier discounts.”

It became apparent to Frahmman that the increase in customers not picking up their orders was a process bottleneck. In relying on the insights gained through the SNAPSHOT session, Frahmman was able to identify two approaches to help solve the problem. The first was to make more phone calls to remind customers to pick up their orders. The second involved asking customers for partial payments upfront as a way to improve cash flow and to help customers remember to come and pick up their orders when completed.

“It was necessary for me to see the whole process and how the steps connected to realize that decisions that I make early in the process impact results later. SNAPSHOT painted the whole process picture clearly and efficiently,” Frahmman says.