



Strategic Workload Management: Leveraging Data to Implement New Technology and Advocate for Balance

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carhartt 

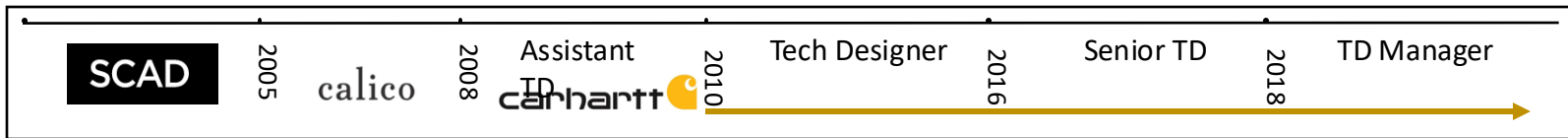
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she/her

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20+ Year
Journey



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Recognize that Not Every Style is Created Equally



Recognize that PPE is Valued Equally



First Factor:

Major Steps / GTM Activities in the Product Creation Process

Physical Sample Dev:

Build a tech pack and send out Proto request/Tech Pack/Cost request
Evaluate, fit, and send comments on a proto
Size Set evaluation pass/fail and send comments
Check and send Production TP
TOP Sample Evaluation

3D Sample Dev:

TD/Design Collaboration Pre-Handoff
TD Builds CLO Asset from Scratch
Send out Digital Sample request
Evaluate, fit, and send comments on a 3D proto (alone)
Evaluate, fit, and send comments on a 3D proto (in conjunction w/physical)
Physical Sample Validation from 3D - evaluate, pass/fail and send comments
3D TAG evaluation pass/fail and send comments

Second Factor: Style Complexity within a Product Category

Innovation	Define	Refine	Repeat w/Variation	True Repeat	Replicate
totally new concept, fabric, or construction	New Style - current concepts/ fabrications	"Add a pocket" kind of thing, Product Improvements	Graphics & Plaids, A18 variations: (styles that need a tech pack built but no proto)	Color-Adds, Carryovers	Resourced product

Innovation	Define	Refine
totally new concept, fabric, or construction	New Style - current concepts/ fabrications	Add a pocket kind of thing, Product Improvements

Example time survey sent to a team member & filled out:

Main Category (by BOAT): Bottoms	Approximate number of hours effort required PER STYLE of each type, for your main category - inclusive of extras like evaluating patterns, answering vendor emails and grading concerns, etc.				
	Innovation	Define	Refine	Repeat w/Variation	True Repeat
	totally new concept, fabric, or construction - Yukon Program, Steel Program	New Style - current concepts/fabrications	Add a pocket kind of thing, Product Improvements	Graphics & Plaids, A18 variations: (styles that need a tech pack built but no proto)	Color-Adds, Carryovers
Build a tech pack and send out Proto request/Tech Pack/Cost request	15 hrs	8hrs	4hrs	n/a	n/a
Evaluate, fit, and send comments on a proto	10 hr	7hrs	5hrs	n/a	n/a
TAG evaluation pass/fail and send comments	5hrs	4hrs	4hrs	n/a	n/a
Check and send Production TP	1.5 hrs	1hr	1hr	n/a	n/a
TOP Sample Evaluation	2	2	2	2	2

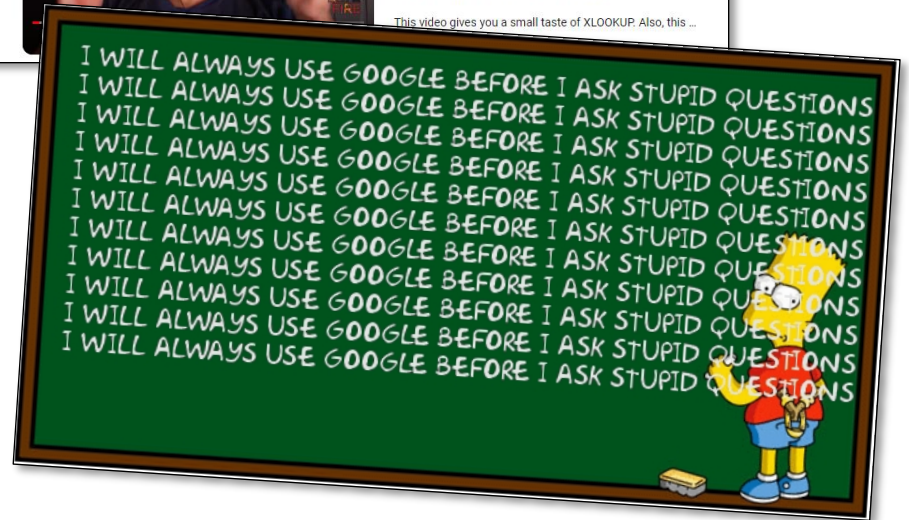
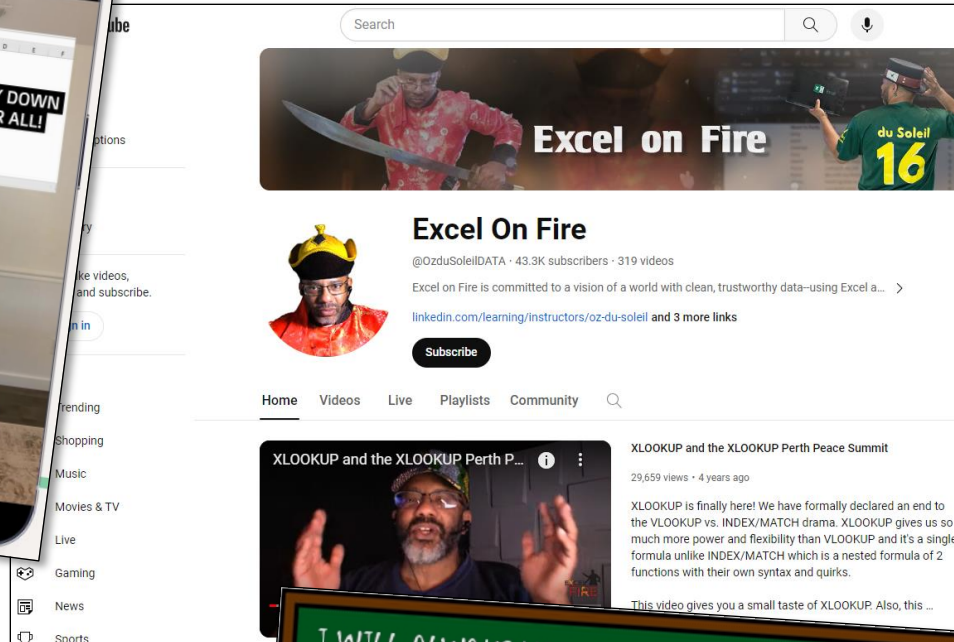
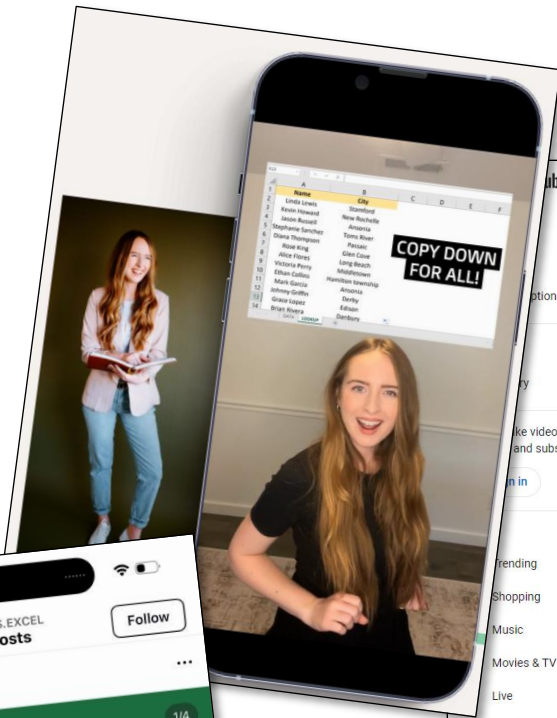
Category Workload Hours Roll-up

				% of line by complexity classification	Number of Styles per classification	Average number of proto's	Time value for 1 style (hours)	Total Hours x seasonal style count
Bottoms	New	9	Innovation	25.0%	2.25	3	96	216
			Define	50.0%	4.5	2	62	279
			Construction +	12.5%	1.125	2	32	36
			Repeat +	12.5%	1.125	1	2	2.25
	Carryover	106	Carryover/Color-Add	100.0%	106	0	1	106
	Resource		Replicate	100.0%	0	2	62	0
							Total	639.25

The Total Workload Hours Roll-up

All Categories Season Detail

				% of line by complexity classification	Number of Styles per classification	Average number of proto's	Time value for 1 style (hours)	Total Hours x seasonal style count			
Bottoms	New	9	Innovation	25.0%	2.25	3	96	216			
			Define	50.0%	4.5	2	62	279			
			Construction +	12.5%	1.125	2	32	36			
			Repeat +	12.5%	1.125	1	2	2.25			
	Carryover	106	Carryover/Color-Add	100.0%	106	0	1	106			
	Resource		Replicate	100.0%	0	2	62	0			
							Total	639.25	add 20 hours per season for seasonal development meeting & prep	AND add 20% for add-ons through the season	Total # of hours/season 791.1
Outerwear	New	12	Innovation	25.0%	3	3	96	288			
			Define	50.0%	6	2	62	372			
			Construction +	12.5%	1.5	2	32	48			
			Repeat +	12.5%	1.5	1	2	3			
	Carryover	103	Carryover/Color-Add	100.0%	103	0	1	103			
	Resource		Replicate	100.0%	0	2	62	0			
							Total	814	add 20 hours per season for seasonal development meeting & prep	AND add 20% for add-ons through the season	Total # of hours/season 1000.8
Tops	New	63	Innovation	10.0%	6.3	3	36.5	229.95			
			Define	30.0%	18.9	2	23.5	444.15			
			Construction +	10.0%	6.3	2	14.5	91.35			
			Repeat +	50.0%	31.5	0.5	2	63			
	Carryover	139	Carryover/Color-Add	100.0%	139	0	1	139			
	Resource		Replicate	100.0%	0	2	23.5	0			
							Total	967.45	add 20 hours per season for seasonal development meeting & prep	AND add 20% for add-ons through the season	Total # of hours/season 1184.94
Accessories	New	15	Innovation	5.0%	0.75	3	36.5	27.375			
			Define	25.0%	3.75	2	23.5	88.125			
			Construction +	20.0%	3	2	14.5	43.5			
			Repeat +	50.0%	7.5	0.5	2	15			
	Carryover	33	Carryover/Color-Add	100.0%	33	0	1	33			
	Resource		Replicate	100.0%	0	2	23.5	0			
							Total	207	add 20 hours per season for seasonal development meeting & prep	AND add 20% for add-ons through the season	Total # of hours/season 272.4
							Per Season Total Hours		3249.24		



The Workload Hours Roll-up - and Options for Simplification

All Categories Season Detail

				% of line by complexity classification	Number of Styles per classification	Average number of proto's	Time value for 1 style (hours)	Total Hours x seasonal style count			
Bottoms	New	9	Innovation	25.0%	2.25	3	96	216			
			Define	50.0%	4.5	2	62	279			
			Construction +	12.5%	1.125	2	32	36			
			Repeat +	12.5%	1.125	1	2	2.25			
	Carryover	106	Carryover/Color-Add	100.0%	106	0	1	106			
	Resource		Replicate	100.0%	0	2	62	0			
								Total	639.25	add 20 hours per season for seasonal development meeting @ prop	AND add 20% for add-on through the season
Outerwear	New	12	Innovation	25.0%	3	3	96	288			
			Define	50.0%	6	2	62	372			
			Construction +	12.5%	1.5	2	32	48			
			Repeat +	12.5%	1.5	1	2	3			
	Carryover	103	Carryover/Color-Add	100.0%	103	0	1	103			
	Resource		Replicate	100.0%	0	2	62	0			
								Total	814	add 20 hours per season for seasonal development meeting @ prop	AND add 20% for add-on through the season
Tops	New	63	Innovation	10.0%	6.3	3	36.5	229.95			
			Define	30.0%	18.9	2	23.5	444.15			
			Construction +	10.0%	6.3	2	14.5	91.35			
			Repeat +	50.0%	31.5	0.5	2	63			
	Carryover	139	Carryover/Color-Add	100.0%	139	0	1	139			
	Resource		Replicate	100.0%	0	2	23.5	0			
								Total	967.45	add 20 hours per season for seasonal development meeting @ prop	AND add 20% for add-on through the season
Accessories	New	15	Innovation	5.0%	0.75	3	36.5	27.375			
			Define	25.0%	3.75	2	23.5	88.125			
			Construction +	20.0%	3	2	14.5	43.5			
			Repeat +	50.0%	7.5	0.5	2	15			
	Carryover	33	Carryover/Color-Add	100.0%	33	0	1	33			
	Resource		Replicate	100.0%	0	2	23.5	0			
								Total	207	add 20 hours per season for seasonal development	AND add 20% for add-on through

Per Season Total Hours

3249.24

Season total NEW

2246.7 2720

Season total Carryover/Color Add

381 457.2

Data Usage: Balancing Workload across Internal Teams

Total # of hours/season	
	Total
Bottoms	791.1
Outerwear	1000.8
Tops	1184.94
Accessories	272.4
Total Hours :	3249.24

Total # of hours/season			
	New	Carryover	Total
Bottoms	533.25	106	639.25
Outerwear	711	103	814
Tops	828.45	139	967.45
Accessories	174	33	207
Total Hours :	2246.7	381	2627.7

Data Usage: Balancing Workload across Levels

Category	Level	Name & % workload	Hours / Season
Tops	TD	Larry (45%)	533.223
Tops	Tops TD	Curly (45%)	533.223
Tops	Tops Category Lead	Moe (10%)	118.494
Outerwear	Assoc TD	Buttercup (30%)	300.24
Outerwear	TD	Blossom (60%)	600.48
Outerwear	Category Lead	Bubbles (10%)	100.08
Accessories	Senior TD	Mario (70%)	190.68
Accessories	Associate TD	Luigi (30%)	81.72
Bottoms	Btms Assoc TD	Thelma (40%)	316.44
Bottoms	Btms Sr TD	Louise (60%)	474.66

Data Usage: Anticipating workload from Process Changes/Improvements

Bottoms Categories Season Comparison - Current vs Added Denim Washes

				% of time by complexity classification	Number of Styles per classification	Average number of proto's	Time value for 1 style (hours)	Total Hours x seasonal style count			
Bottoms	New	39	Innovation	25.0%	9.75	3	96	936			
			Define	50.0%	19.5	2	62	1209			
			Construction +	12.5%	4.875	2	32	156			
			Repeat +	12.5%	4.875	1	2	9.75			
	Carryover	97	Carryover/Color-Add	100.0%	97	0	1	97			
	Resource		Replicate	100.0%	0	2	62	0			
							Total	2407.75	add 20 hours per season for seasonal development meetings & prep	AND add 20% for add-ons through the season	Total # of hours/season 2913.3

				% of time by complexity classification	Number of Styles per classification	Average number of proto's	Time value for 1 style (hours)	Total Hours x seasonal style count		total			
Bottoms	New Non-denim	20	Innovation	25.0%	5	3	96	480		480			
			Define	50.0%	10	2	62	620		620			
			Construction +	12.5%	2.5	2	32	80		80			
			Repeat +	12.5%	2.5	1	2	5	Denim Wash x 2.125	5			
	New & Color-Add Denim	20	Innovation	25.0%	5	3	96	480	1020	1020			
			Define	50.0%	10	2	62	620	1317.5	1317.5			
			Construction +	12.5%	2.5	2	32	80	170	170			
			Repeat +	12.5%	2.5	1	2	5	10.625	10.625			
	Carryover	96	Carryover/Color-Add	100.0%	96	0	1	96		96			
	Resource		Replicate	100.0%	0	2	62	0		0			
							Total			3799.125	add 20 hours per season for seasonal development meetings & prep	AND add 20% for add-ons through the season	Total # of hours/season 4582.95

which is a 57% increase to workload with fitting additional washes.

Data Usage: Informed Decision-Making Across your Organization



- Inform Go-to-Market Timing – workload ebbs, flows, and overlaps
- Find a maximum GTM seasonal style count (based on team crunch times)
- Supporting Resource / Headcount requests
- Understand whether new projects & processes can be accommodated

Data Usage: Impact on Teams and Leaders



- Realistic workload allows teams to be thorough – no shortcuts
- Teams and associates learn how to assess workload and priorities, “manage up” productively
- Sustainable workload for associates over time

THANK

YOU