The screen says ready. The factory isn’t.

Have you ever promised a delivery date, then discovered everyone had a different definition of ready?

An illustrative story for manufacturing CEOs.
The company, scene and resolution are fictional.

Monday. 7:15 a.m.

People ready. Job scheduled.
Then someone checks the kit.

PURCHASING

The supplier date changed.

ENGINEERING

The revision changed.

PRODUCTION

The instructions did not.

Everyone worked hard.
The promise still outran the facts.

A faster report can leave the same gap.

Each department has useful information. The company needs one defensible decision.

What is ready?
What is conditional?
What changed?
Who must act?

The first design decision is how the handoff should work.

Agree what “ready” means.

A readiness decision should have:

01 **Approved material and supplier facts**

02 **The correct revision and work instructions**

03 **A visible path for exceptions**

04 **An accountable release owner**

Your employees know the exceptions.
Build the design with them.

Start with the company plan.

1 Where are you going?

2 What do you have to do to get there?

3 What will get in your way?

4 How will you know you're getting closer?

Then choose the people, information and development phases that serve that destination.

Test the decision in the Lab.

Bring the people

Employees and specialists test approved examples together.

Find the failures

Include stale dates, missing parts and conflicting revisions.

Teach and release

The operational owner accepts the evidence. Introduce the capability in phases.

A virtual Innovation Center protects development time and keeps experiments separate from production decisions.

How would you know it works?

Set a baseline. Compare the result after release.

- **Starts delayed after a ready signal**
- **Time spent reconciling status**
- **Revision exceptions discovered late**
- **Promises changed after release**

These are measures to test.
No customer savings or performance results are claimed in this fictional story.

What stops after your team gets the green light?

Bring one example to a free 20-minute conversation with Dan Caulfield, Smokejumper CEO.

calendly.com/smokejumper/20min

760.803.7619 • smokejumper.ai/scenarios/

AI strategy. A phased plan. Your people and our specialists.