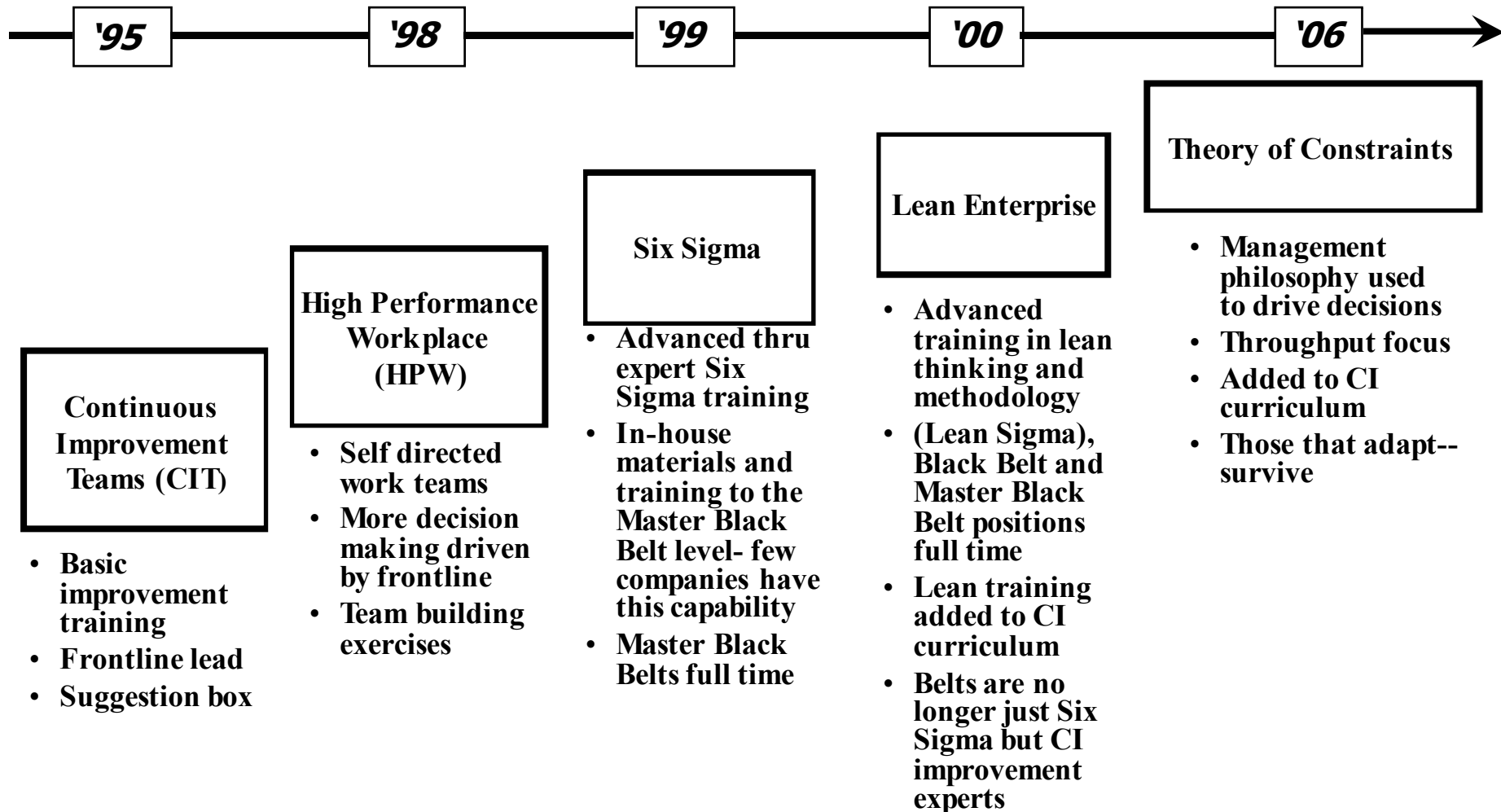

Building the Lean Supply Chain

Gary Adams

Mandyam (Srini) Srinivasan

Continuous Improvement History at Delta TechOps



What would I do if I had it to do over ??????

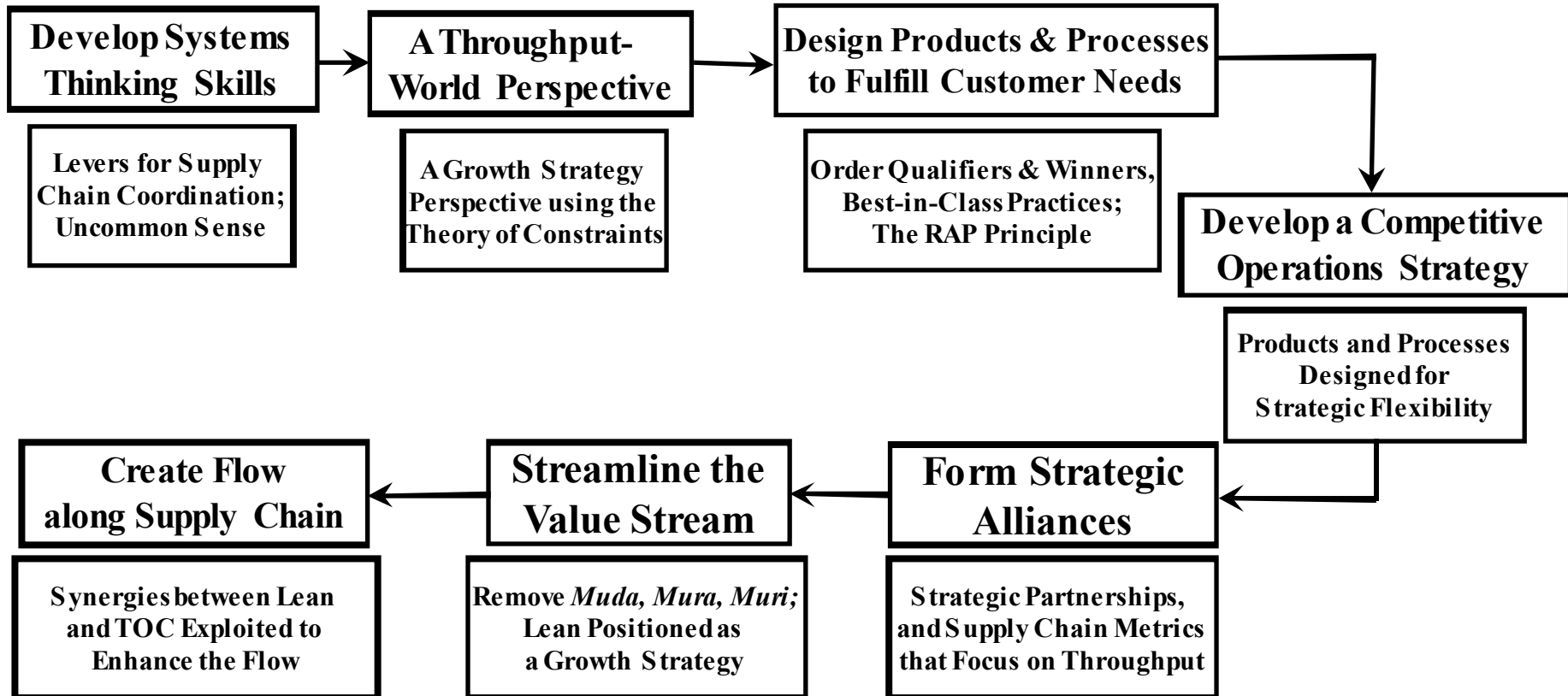
CI – Methods Integration at Delta

■ Six Sigma + Lean + TOC

- Six Sigma initiated by TechOps 1999 to drive local cost reductions and quality improvements
- Lean initiated 2000 to establish flow of engine disassemble/assemble, point of use, Kanbans, and cell creation. Focused on eliminating waste, understanding flow, and developing a visual workplace
- TOC concepts implemented 2006 to drive focus on constraint(s) and improve overall engine maintenance performance, using CI as a **growth** strategy

TOC concepts have given clear understanding where to apply Six Sigma and Lean methods to achieve true bottom line results

The Lean Supply Chain Road Map



Systems Thinking

- Integrated decision making
 - “Big Picture” Thinking
 - Thinking “Globally” rather than “Locally”
 - ❖ Understanding how localized decision making can affect the overall goal

Develop a Systems Perspective

- For any decision you undertake consider the following. Will the decision:

- Help you sell more products, profitably?

$T \uparrow ?$

- Help reduce capital investment?

$I \downarrow ?$

- Help reduce payments/expenses, long-term?

$OE \downarrow ?$

Ask the same questions when setting metrics!

Developing “Uncommon Sense”

- Examples of “Uncommon Sense” that starts to become “Common Sense” when viewed with a Systems perspective:
 - “If you want to do more work, then stop doing so much work!”
 - “If you want to get your products delivered faster to the customer, then move them away from your customer.”
 - “The factory is closer to the customer than the retail store!”
 - “If you want to get your projects done sooner, then work on one project at a time instead of many at a time.”

Developing “Uncommon Sense” (Continued)

- “If you want to have more safety on project completion times, do not put safety on task completion times.”
- “If you want to complete projects faster, delay their start times”
- “If you want to solve conflicts, ignore the conflict.”
- “To make more money, sell at or below cost.”