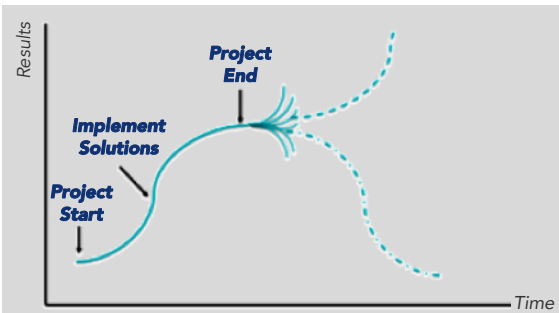


# Improvement Cycles in Discrete Assembly

## PICTURES BEFORE

### Unsustained results after project finishes

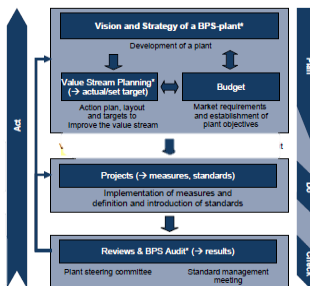


### Unstructured Approach to Communicate Project Results

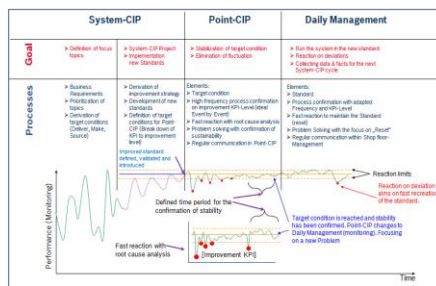


## PICTURES AFTER

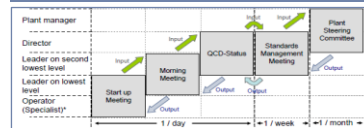
### From Strategy to System CIP



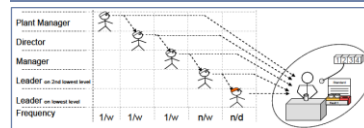
### From System CIP to Daily Management



### Communication structure



### Process Confirmation



## Problem

- Difficulty in sustaining implemented improvements, once projects have been completed
- Similar improvement projects being implemented simultaneously
- Improvement initiatives not perceived as part of daily activities by team leaders

## Root causes

- Loss of momentum when improvements are passed on to Gemba management
- Lack of overall visibility over ongoing projects and guarantee of alignment with company vision
- Poor improvement routines in the daily agendas of team leaders and disconnection between improvement culture and performance evaluation

## Solution approach

- Continuous Improvement Process (CIP) is composed of two levels: System CIP – holistic approach to improve the whole value stream with disruptive changes; and Point CIP – focus on the workplace or line to stabilise and improve existing standards
- Daily Management is ultimately responsible for sustaining the results after Point CIP has eliminated the largest causes of variability through standards and process confirmation, quick reaction systems and structured communication
- Initiatives implemented with System CIP are deployed from Vision and Strategy along with Value Stream Analysis and, once closed, are Reviewed and Audited

## Benefits

