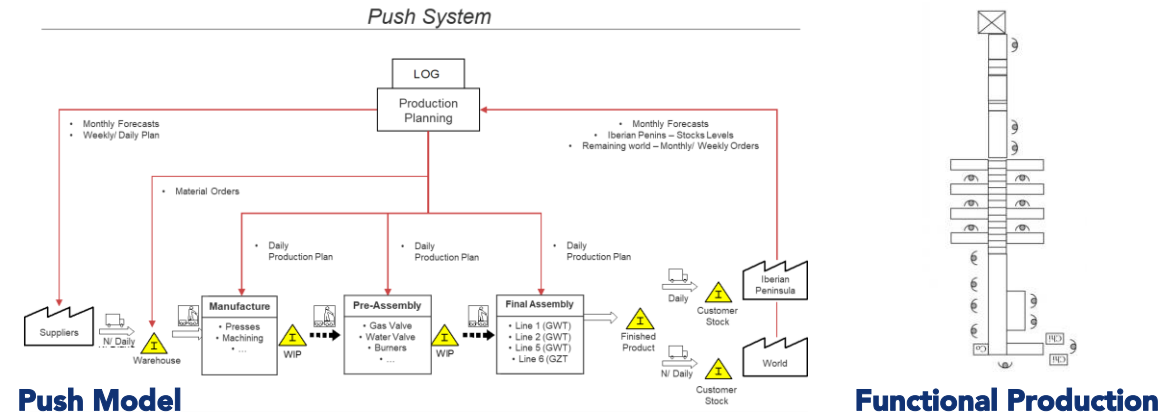


Pull Flow Model in Discrete Assembly

PICTURES BEFORE



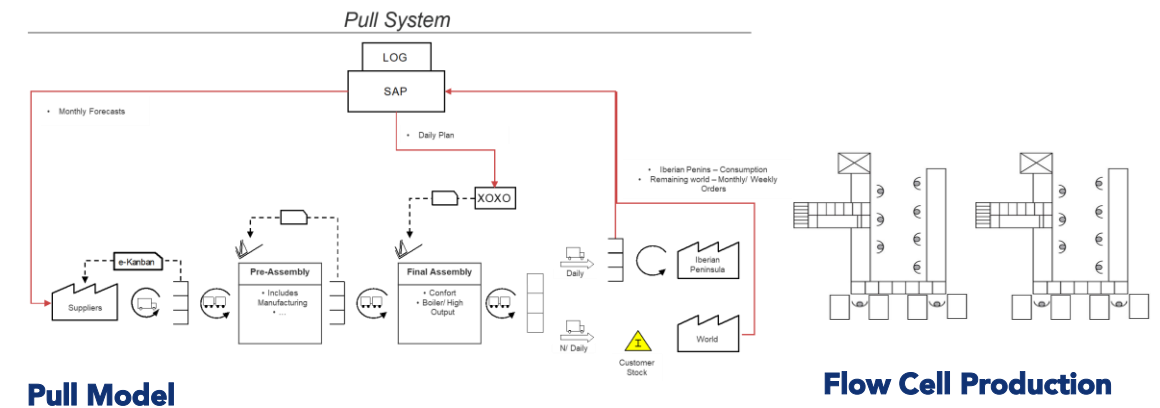
Problem

- Finished goods inventory coverage of 15 days with a customer service level of 93% - dysfunctional inventory
- Raw materials and parts stock coverage of 30 days
- Between 1 and 5 days of WIP in production and assembly lines
- 50% of planned production lost due to lack of parts and poor line efficiency

Root causes

- Finished goods planning based on order forecasts: forecast errors between -18% and 16%
- Functional layout: preassembly lines separated from final assembly lines
- Operators isolated from each other, back supply, supply of large pallet-sized containers, poor operator standard work, low line balancing efficiency
- Delivery to final assembly line by forklifts, under the instruction of operators or supervisors

PICTURES AFTER



Solution approach

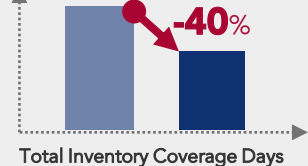
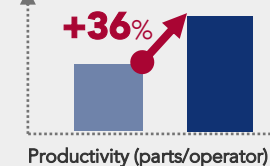
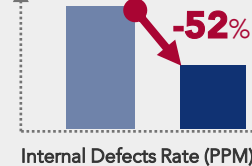
- Pull planning algorithm used on a daily basis to compare a certain replenishment level with the current stock of finished goods and create the production orders according to deviations
- Transformation of orders into KANBAN and planning on a daily basis through a logistics box
- Daily schedule determined by freezing one day of production and according to levelling rules
- Transformation of one assembly line to two with fewer product references on each; Zero changeover time; Balanced operation time between operators; Small containers on the border of line
- Three Mizumashi circuits for purchased parts, sub-assemblies and finished goods

Benefits

Payback Period

5 months

Savings
3 M€/year



GEMBAKAIZEN™

Europe · Americas · Asia-Pacific · Middle East · Africa
© Kaizen Institute 1985-2020. KAIZEN™, GEMBAKAIZEN™ and other associated marks are registered trademarks of Kaizen Global Enterprises, its subsidiaries, licensees or IP holders worldwide. Kaizen Institute is a subsidiary of Kaizen Global Enterprises, which is registered and licensed as a free zone company under the rules and regulations of the DMCC.