

CONFIDENTIAL

“How-to Guide” for 1-Day Lean Assessment

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MMP

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OVERVIEW OF THIS DOCUMENT

Purpose

- The purpose of this document is to act as a 'how-to' guide for completing a 1-day lean assessment of a manufacturing facility
- This document walks through the major process steps and gives example end products from such an assessment




End products

- The 1-day assessment should answer 2 basic questions:
 - What is the potential financial impact of manufacturing improvements?
 - What broad actions are required to capture this opportunity (e.g. lean transformation, process stability, etc.)?

Contacts

- For assistance please reach out to Melissa McCoy, MMP Practice Manager, in Atlanta or Daniel Woolson, Diagnostic Gatekeeper, in Detroit

SUMMARY OF DIAGNOSTICS AND ASSESSMENTS

	1-day assessment	1-week diagnostic	Deep-dive diagnostic
Objective	<ul style="list-style-type: none"> Determine how/if lean principles can be used to help solve business problems Evaluate conditions for proper support/involvement 	<ul style="list-style-type: none"> Document current and future states Project financial impact Communicate workstreams 	Same as 4-day, plus: <ul style="list-style-type: none"> In-depth analysis to provide details of future state and financial impact Communicate implementation plan
Process	<ul style="list-style-type: none"> Review key data Tour shop floor Synthesize findings 	<ul style="list-style-type: none"> Review data collected in advance Observe shop floor Select model area Describe current and future states Describe financial impact Describe generic next steps 	Same as 4-day, plus: <ul style="list-style-type: none"> Conduct additional in-depth analysis Provide more precision for current and future states and financial impact (product and customer profiles, schedule attainment, value-added/non-value added analysis) Develop implementation plan for model area
End products	<ul style="list-style-type: none"> Lean assessment summary (radar chart) Discussion of intangible impact 	<ul style="list-style-type: none"> Value stream maps Description of financial benefit Generic workstreams 	<ul style="list-style-type: none"> Value stream maps Detailed description of financial benefit Detailed implementation plan
	 <p>Primarily a qualitative assessment</p>	 <p>First-level quantitative assessment</p>	 <p>"Ready to implement"</p>

THE 1-DAY ASSESSMENT

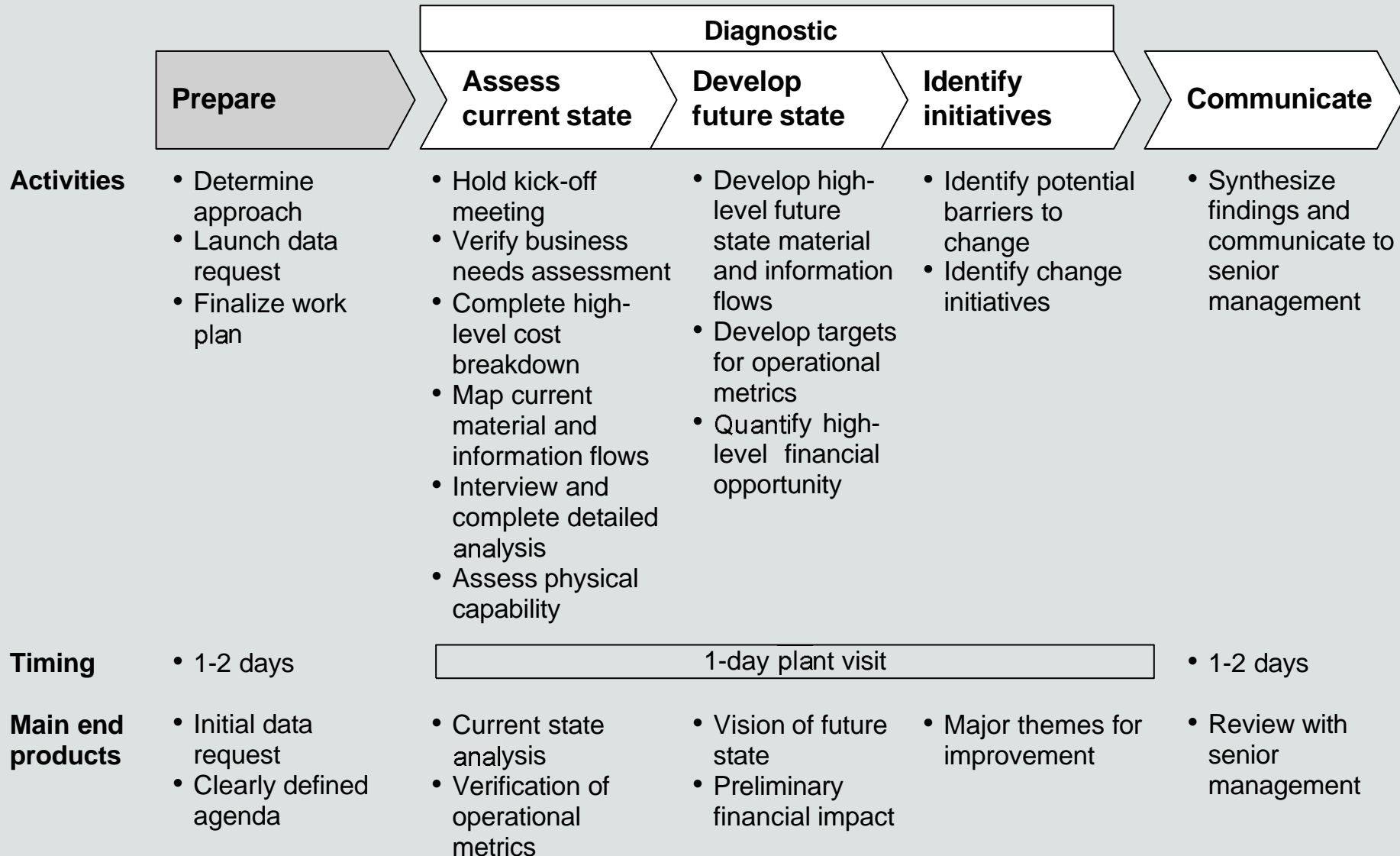
Will

- Compare the client's operations to an ideal lean system
- Evaluate the operations-strategy link
- Identify major improvement levers and possible methods for achieving impact
- Identify potential market advantages (i.e., "ability to change the game")
- Assess the company culture and change readiness of the organization
- Highlight possible "road blocks" or constraints to lean applications
- Evaluate potential cost savings and cost avoidance

Will not

- Provide a detailed improvement approach
- Include detailed analysis of operations
- Provide future vision maps or layouts
- Determine exact savings

DIAGNOSTIC APPROACH





DETERMINE APPROACH

Key questions

Scoping opportunity

What is the size and nature of the performance improvement opportunity within operations?

Driving change

What type of program would capture the opportunity and what tools should be incorporated?

Delivering results

How long will it take to capture the opportunity and what investment of resources will be necessary?

A mini-diagnostic of the overall manufacturing strategy in the operations will help answer 3 key questions

Key end products

- Rough quantification of performance opportunity (e.g., cost, throughput, quality, product mix/yield optimization)
- Understanding of key processes and identification of major gaps vs. best practice
- Proposal on the type of approach and tools (e.g., continuous improvement process and lean manufacturing techniques) to capture improvement potential balancing “quick wins” vs. fundamental change
- First-cut estimates on the likely ramp-in of savings under the mended approach, and potential barriers to change
- Estimate of people and time investments required

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