Improvement Cycles in Discrete Assembly

Problem
- Difficulty in sustaining improvements developed, once projects are over
- Similar improvement projects being implemented simultaneously
- Improvement initiatives not perceived as a daily activity 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 team leaders’ daily agenda 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 actual standards
- Daily Management is the ultimate 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 on System CIP are deployed from Vision and Strategy along with Value Stream Analysis and, once close, are Reviewed and Audited

Benefits
- Productivity (parts/hour) $+68\%$
- First Time Through $+20\%$
- OEE $+18\%$