

SIG- Operational excellence

Supply planning stability versus agility: a trade off to be made?

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«Planning Stability vs. Agility : a trade off to be made? »



Groups organisation

- **Group 1 Facilitator: Denis+ Christophe**
- **Group 2 Facilitator: Frederic + Laetitia**
- **Group 3, facilitator : Ludovic + Etienne**

How do you resolve one of the questions ?

1. How to keep control of indirect constraints?
2. How can we link lead time reduction with inventory reduction ?
3. How to increase agility while controlling costs (eg : segmentation)?

First Name:	Last Name:	Groupe
Nicolas	Catrysse	1
Andrea	Cuozzo	2
Iris	De Coninck	2
Siegfried	De Smet	3
Marjorie	Deme	2
Denis	Fabris	1
Bass	Gning	1
Joris	Hamelryck	1
Serge	Houten	1
Stefan	Langers	2
Gino	Lefevere	2
Elisabetta	Marani	3
Daniel	Marroyen	3
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Ivo	Vermeiren	3
Ubrik	Jansen	1
Mieke	Lemmens	2
Katrien	Rombaut	3

1. How can we link lead time reduction with inventory reduction ?

Process

- Alignment Push / Pull flow system with the supply customer Takt Time
- E2E Synchronisation
- Safety Stock positioning (Where ?)
- Focus on variability; reduce variability to increase stability

People

- Supply Chain coordinator
- Flow Thinking
- End to End thinking
- Common vision

Tools / Data

- Visibility on the bottleneck
- Master data vs shopfloor reality
- Difference between Targets vs Planning Parameters

2. How to keep control of indirect constraints?

CONSTRAINTS :

- **QC testing results availability**
- **Freezer Capacity**
- **Product availability**
- **Capacity availability**
- **People / skills availability**
- **Mix of Customers**
- **Information availability**

1. VALUE STREAM MAPPING:

- **Mapping by Launch**
 - Reduce hurdles
 - Opportunities to improve
 - Feedback to customer
- **Mapping after Launch**
 - 6 months after
 - Evaluate the current state
- **Mapping on yearly basis**
 - Seek for improvement

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2. COMMUNICATION BETWEEN CUSTOMER & SUPPLIER

- Real time communication
- Contract terms (Customer ⇔ CMO)
- Weekly touch point

3. IDENTIFY & CONSIDERE PRODUCT DIFFERENCES

- Different Customer needs
- Different Product family
- Runner Repeater, Stranger

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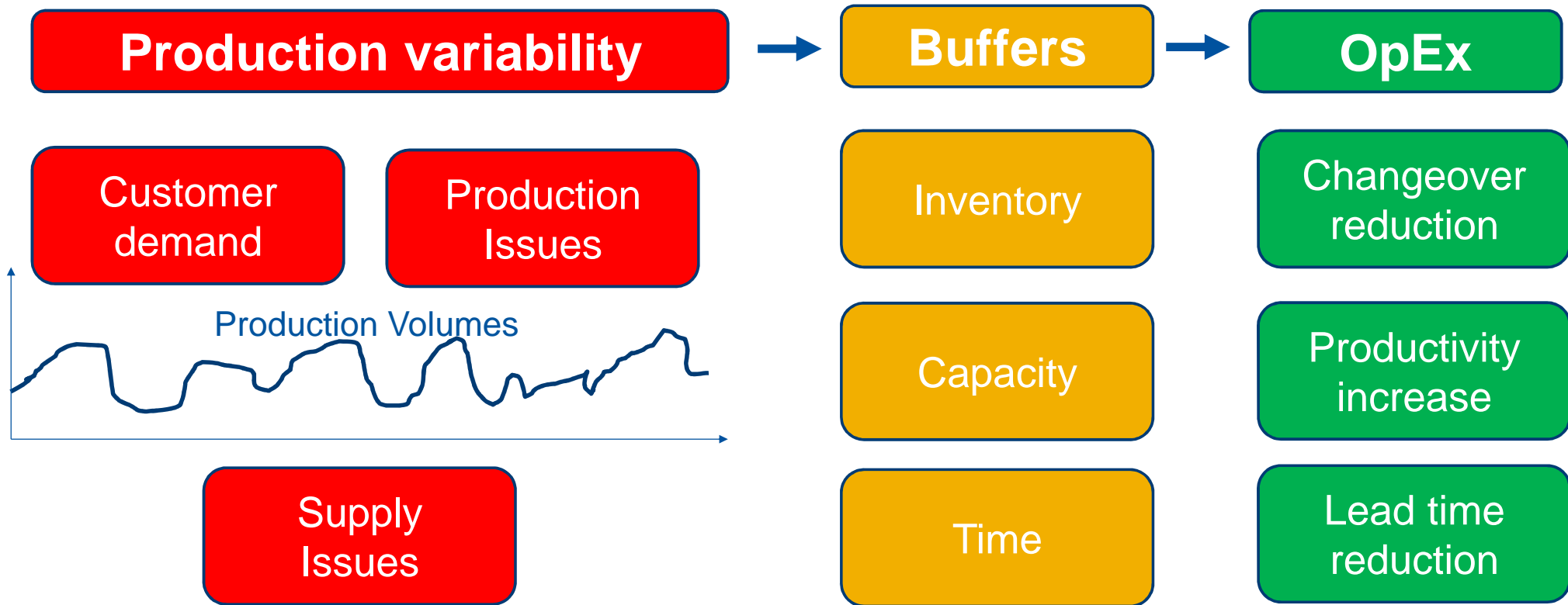
4. EQUIPMENT

- **Modular equipment**
- **Instrumentation**
- **Standardisation**

5. ENGAGING SHOPFLOOR TO DISCOVER CONSTRAINS

6. CHALLENGE CUSTOMER TO APPLY STANDARDS

3. How to increase agility while controlling costs ?



3. How to increase agility while controlling costs ?

Paint points

Planning frozen
Period: 1 week

Schedule adherence
75 % to 85%

Release rate
30% to 95%

Extra Cost

Overtime

Packaging Material
additional orders

People stress

Indirect cost

Why agility is needed ?

Packaging line
availability

Bulk availability

Forecast
accuracy

Tips & Tools for Agility

White Stock

Safety stock

Express Lane

Autonomy and
skills increased

Planning,
Scheduling
different steps

Changeover
reduction

Operator
polyvalence
MFG ↔ PAC

Production
Pattern
Heijunka box

