

**POLITECNICO**  
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# Lean Manufacturing - VSM3 – Solution support

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# Exercise 1

Q1: Draw the current state map of the company, in all components: material flow, information flow, and timeline.

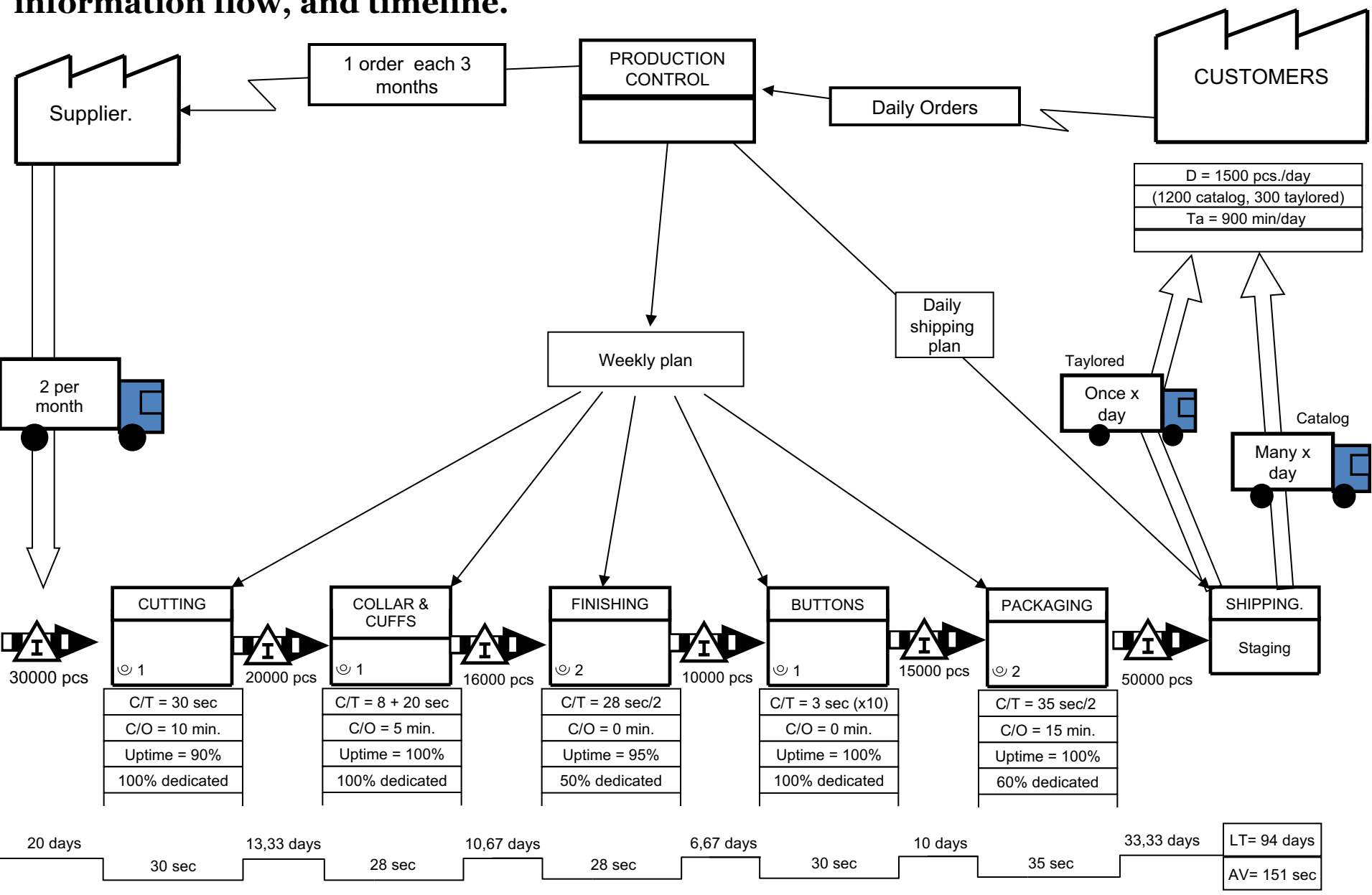
Q2: Lately, Shirts Spa is having problem in its liquidity. For this reason, the board of directors ask to reduce the fixed capital for catalog shirts at an overall maximum of 525k€. Considering the value of each catalog shirt equal to 25€, propose the improvements for the system without structurally modifying technical data of the system and having a coherent EPE among different stages.

# Exercise 1

## Shirts Spa

- 5 production stages
- $T_a = 900$  min/day
- Tailored (infinite variants) and catalog shirts (30 variants)
- $D = 1500$  p/day
- $D_{std} = 1200$  p/day
- $D_{spe} = 300$  p/day

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