

From planning to implementation

- In order for the Glenday Sieve strategy to be successful, we need to protect the green stream the first few weeks. Potential disruptions must be identified and resolved.
- Their root causes must be understood - rather than addressing the symptoms. Previously the usual reaction to problems was to re-schedule.
- With fixed cycles, re-scheduling is not an option.

- How to protect the initial fixed cycle?
- What does a fixed cycle implementation action plan look like?

There are four different aspects to protecting the green-stream fixed cycle:

- ① ..Gaps
- ② Identify and resolve issues
- ③ Rules
- ④ ..Buffer tanks/WIP

① ..Gaps

..Gaps are pre-planned and are used when things go wrong. They are there to make sure you can get to the beginning of the cycle. There are many types of ..gaps that can be used to protect the cycle.

①.1. Physical time gap in the schedule.

Deliberately planning to have greater equipment and personnel availability that the schedule requires.

①.2. Overtime.

We find many plants claim not to have official overtime yet regularly request people to work it! If this is the case, please make the overtime official. Pre-plan the overtime ensures the insurance policy was there.

1.3. Secondary or subcontracted capacity

The ability to make product temporarily using another facility may not be an option.

1.4. Stock of finished goods

In many companies, the greatest stock of F.G. is in the green stream

2 Identify and resolve issues.

You have to be determined to defend the green stream and to identify what issues are and resolve them.

In many plants, equipment flexibility is used to work around issues rather than face and resolve them.

With the green stream, you have to face the problems. When there is an issue, you need to resolve it rather than pass it on, even to the point of stopping production.

Successful identifying and resolving issues during the initial implementation falls into two main areas:

2.1. First, solve frequently occurring small issues that do not stop the line.

2.2. Second, have in place a team of people who will act as both monitors and problem solvers. This team will regularly check to see whether the fixed cycle is on plan or not.
..Rock busters..



This team is usually a multidisciplinary team consisting of operators, engineers and production managers who will act together to monitor the cycle and initiate root cause problem solving when an issue arise.

3 Rules

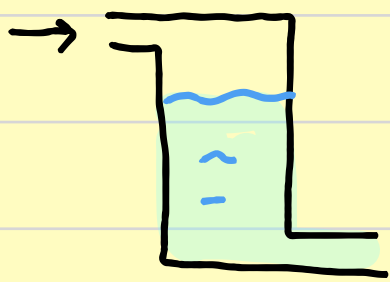
Rules help us decide when implementing fixed cycles. Write them down and put them where everyone can see them.

Rules GreenStream

- Green products must flow.
- We will not change plan on Green stream to compensate out stocks.
- Green products cannot run on Red stream and vice versa.
- If we run behind the plan on Green Stream, we will stop at planned time and move to next product cycle.
- Only Ops. & SCM Directors can jointly authorise a change to the green stream.
- Trials & projects will always run on the Red stream.

④ Size of buffer tanks.

Buffer tank logic is exactly the same as statistical process control (SPC). We need to mathematically calculate the inventory levels in order to provide a minimum inventory level warning so that people know something's wrong when going below that level.



ACTION PLAN :

	Action	Who
Green Stream	1) Get key suppliers to deliver the green stream drumbeat.	Purchasing
	2) Produce weekend overtime as a gap security.	Production & HR
	3) Flow materials from warehouse to line	Material Handling
	4) Ensure no changes in the stream	ALL
Yellow Stream	1) Reduce hygiene clean	Process Eng. Operations
	2) (CPD) n A	ALL

Blue Stream

- 1) Eliminate unnecessary packaging Planning
- 2) Move unprinted labels Purchasing
- 3) Harmonize Raw Material & Packaging Prod. Development

Red Stream

- 1) Survey customers on how they value reds Marketing
- 2) ABC Analysis on reds Finance

Reviews :

- 1) Hourly review of green stream Shift
- 2) Twice daily review of green/yellow Prod.
- 3) Weekly / Bi-weekly / Monthly Hoshin
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