TEOA Transformation Playbook - Operations

TEC-406-717

Rev E August 2020

Global Operations

EVERY CONNECTION COUNTS

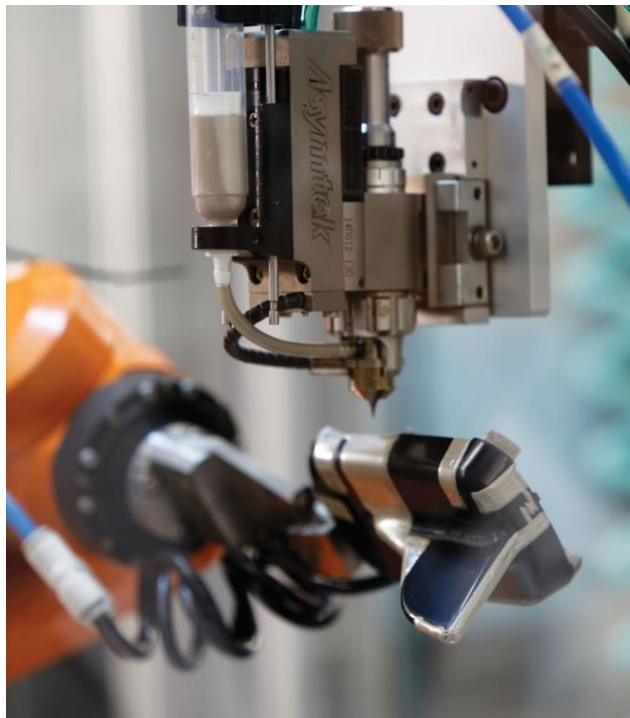
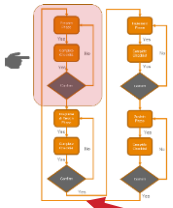


Table of Contents

Using the TEOA Playbook – What do the Icons Mean?



Where this Icon is visible refers to the section you are currently in.

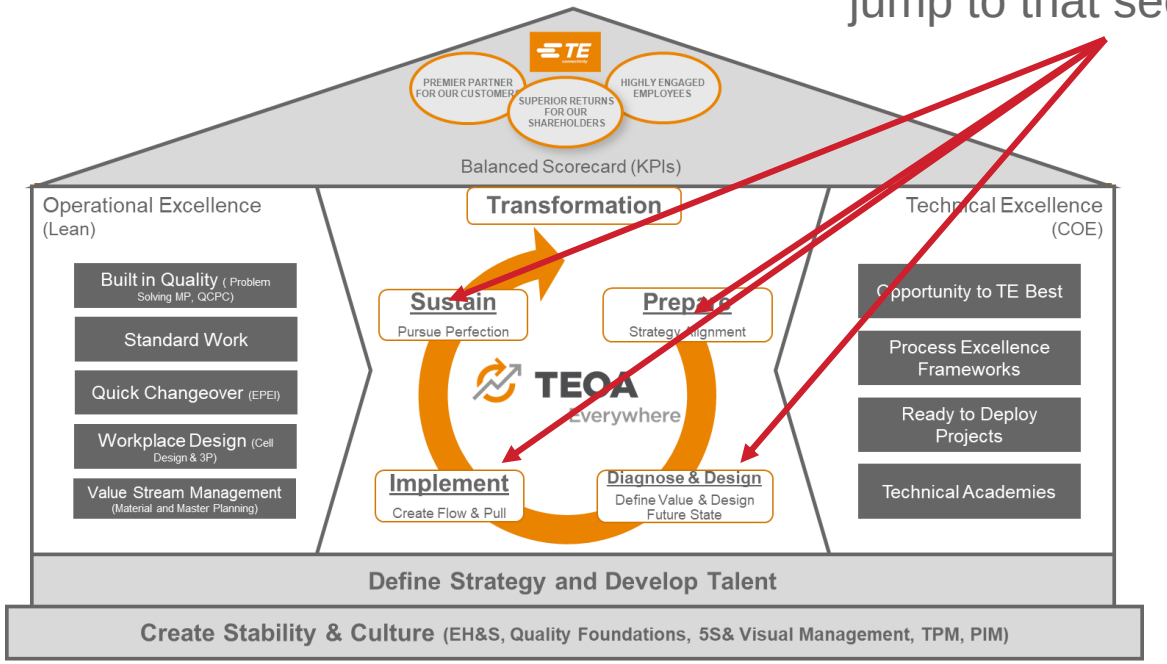
Where this Icon is visible refers to a Tip / help

Where this Icon is visible refers to a special Note on the subject

This Icon refers to a point of information on the subject, linking to additional Playbooks or Training materials for example

This Icon refers to a video on a specific topic

Click on the phases to jump to that section



Click on the House Icon to return to the TEOA House page

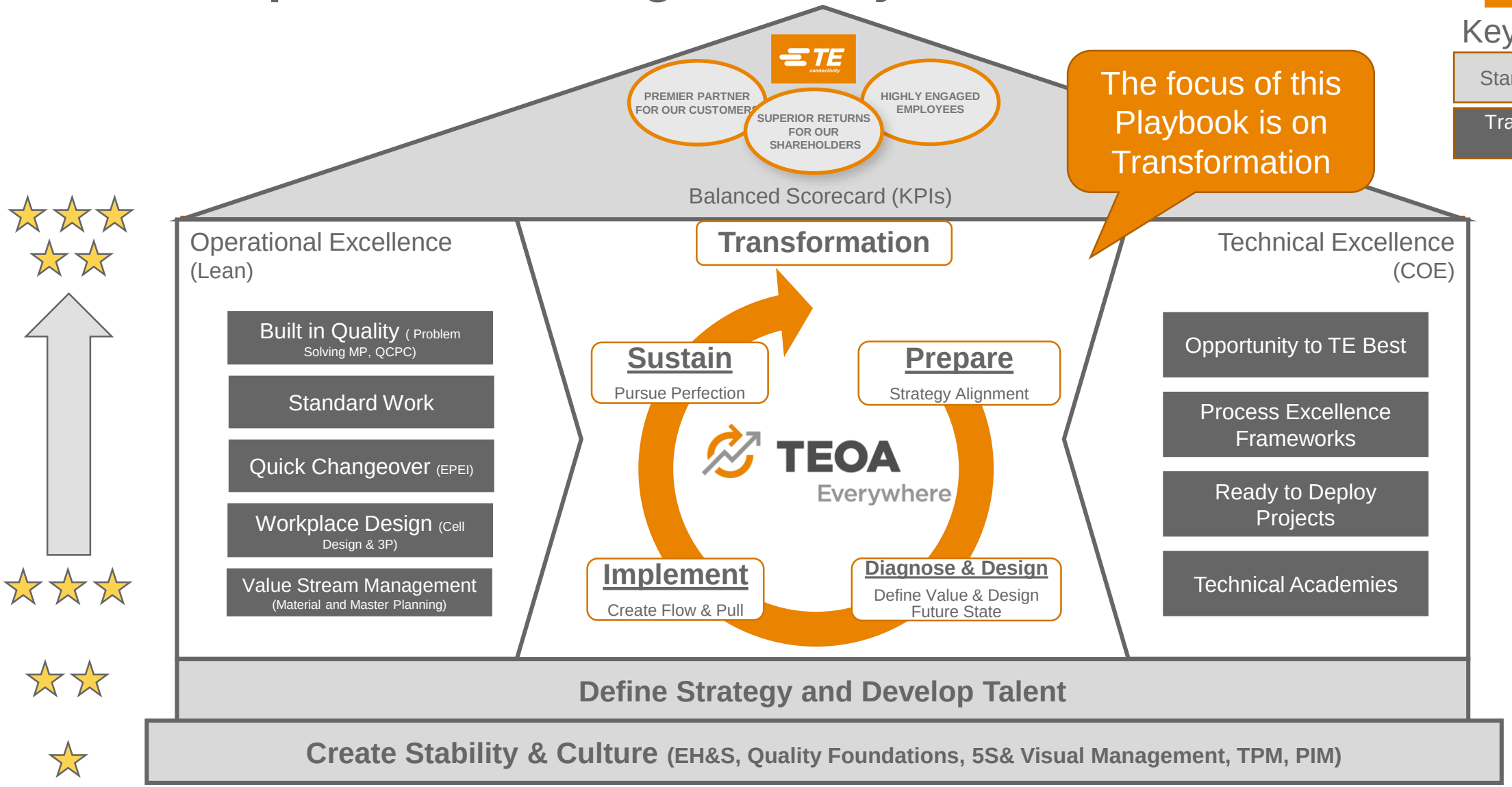
Click on the agenda icon to return to the agenda for the current phase

Return to Agenda

TEOA – Operations Management System

Key

- Star Level Criteria
- Transformational Tool



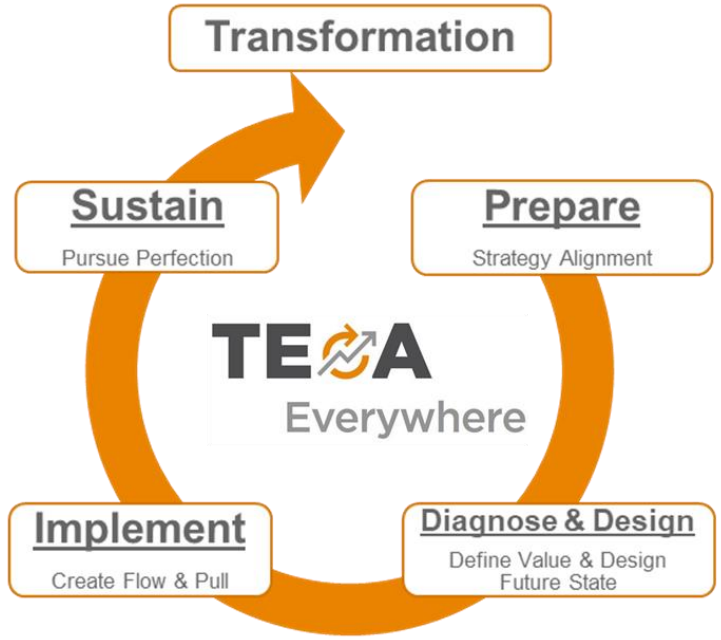
Tip: Click on the Phases of Transformation to quickly access the topic

Objective of the Transformation Playbook

- The objective of this playbook is to provide a **practical guide** on how to manage value stream transformation.

- The playbook will **outline a structured phased approach** to transforming to high velocity lean value streams in order to make a stronger connection to the customer.

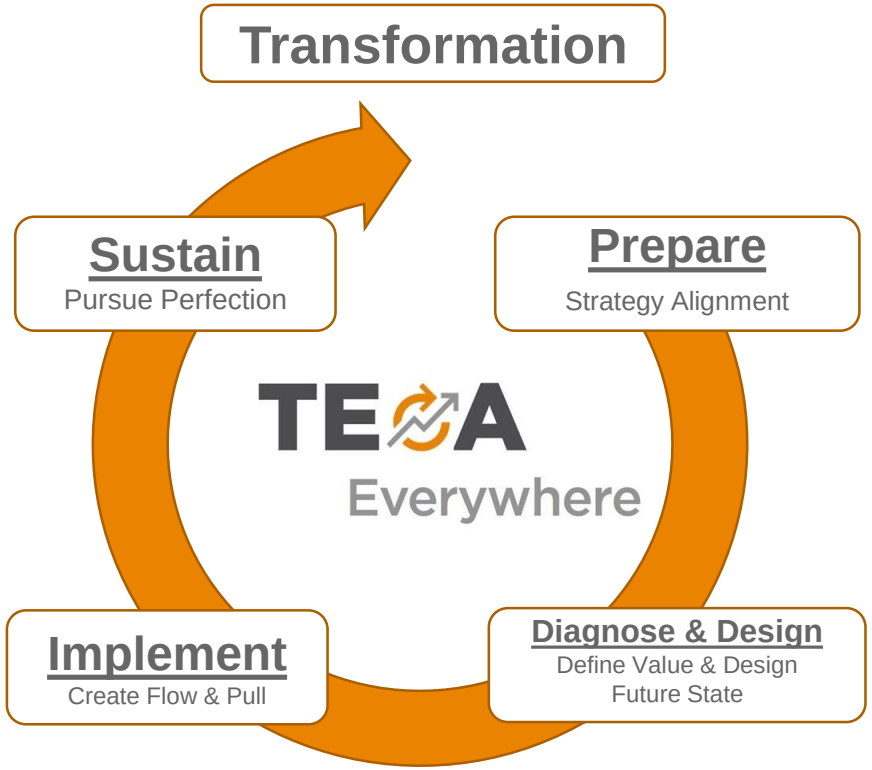
- It details the **overall sequence of steps** needed in each transformation phase, as well as key insights and considerations, including linkages to concepts & definitions, tool playbooks, training materials & best practices.



Note: *This playbook is **focused on transformation** in manufacturing and logistics operations; although the transformation approach and methodology is similar, this playbook will not address transformation in the business processes. Please refer to the Business Processes Playbook for more detail.*

What is Transformation?

- Value stream transformation is an **improvement methodology** based on a scientific approach to problem solving.
- TE's transformation approach has four phases: **Prepare, Diagnose & Design, Implement, and Sustain**.
- **Priorities** for transformation are driven by the **site strategy** which is aligned with the strategic direction of the Business Unit identifying product families that have the most impact.
- The **Value stream transformation team** will develop a current-state value stream map, and most importantly design a future-state according to the five principles of lean future state design guidelines.
- A detailed **Deployment plan** is developed and the value stream transformation team will be responsible for implementing over the course of 6 to 12 months.
- The full suite of **Operational and Technical Excellence tools** should be implemented **where appropriate** throughout your value stream.



Transformation Roadmap with the five principles of lean for future state design

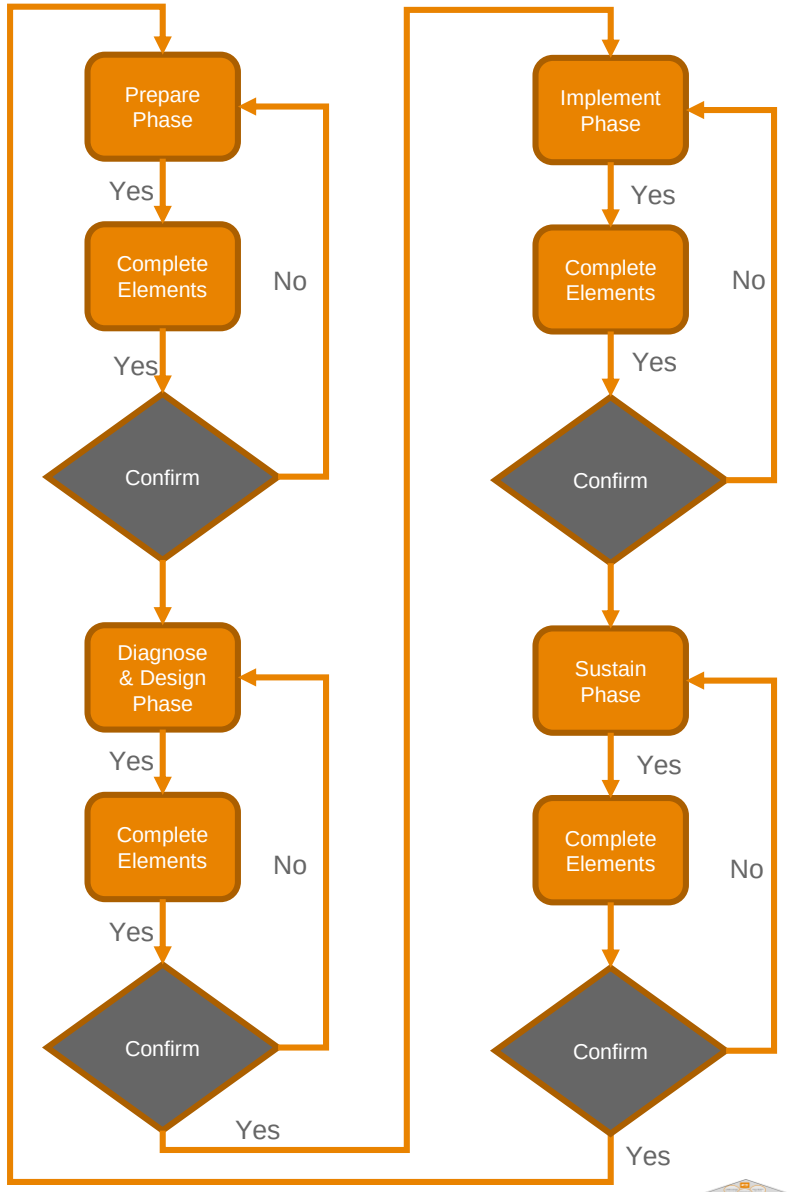
The Four Transformation Phases

1. ***The Prepare Phase*** during which the team is established and readies the site for the upcoming diagnostic.

2. ***The Diagnose and Design Phase*** where the team understands the current state & identifies improvement opportunities and defines a vision and path for implementation activities towards the future state.

3. ***The Implement Phase*** during which the team uses the full suite of **Operational and Technical Excellence tools** to transform the current value stream towards the desired future state.

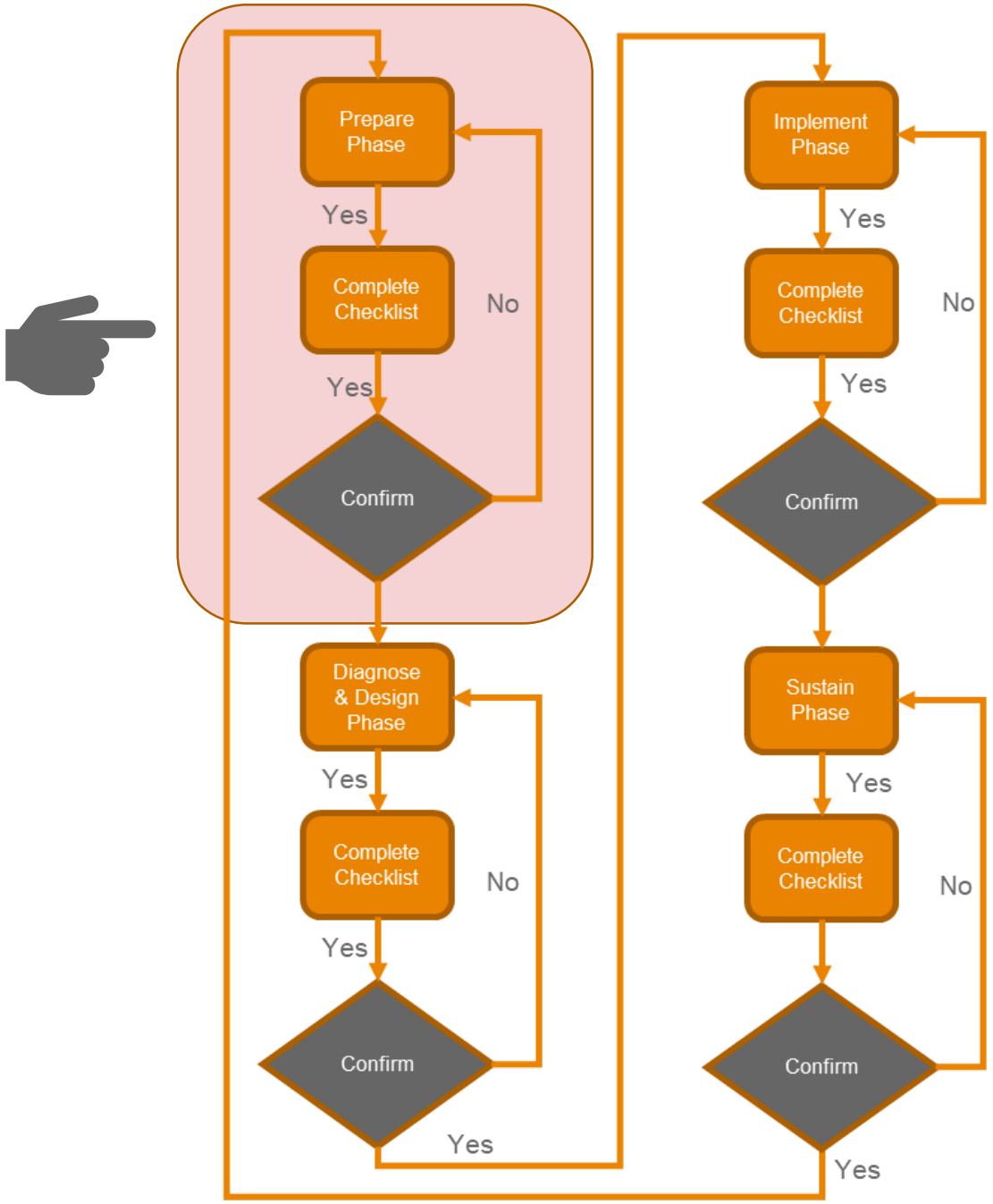
4. ***The Sustain Phase*** during which the site continues to leverage opportunities identified through Process Improvement Management (PIM) in order to sustain the changes and to pursue perfection.

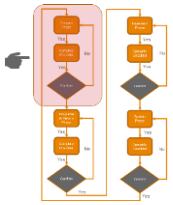


Note: *At the end of each phase is a confirmation stage, a set of **elements that must be met** to successfully move to the next Phase.*

Prepare Phase

The Prepare Phase during which the team is established and readies the site for the upcoming diagnostic





Prepare Phase Overview

In this phase:

- **The most impactful value stream** is selected by the site.
- The value stream **transformation team** will be established.
- Equip all Value Stream employees with the necessary TEOA Knowledge.
- Establish baseline Value Stream Metrics.
- A review of the **demand analysis** will be completed.
- The **Exit Phase Elements** will be reviewed and each element will attain a 100% score prior to entering the Diagnose and Design Phase

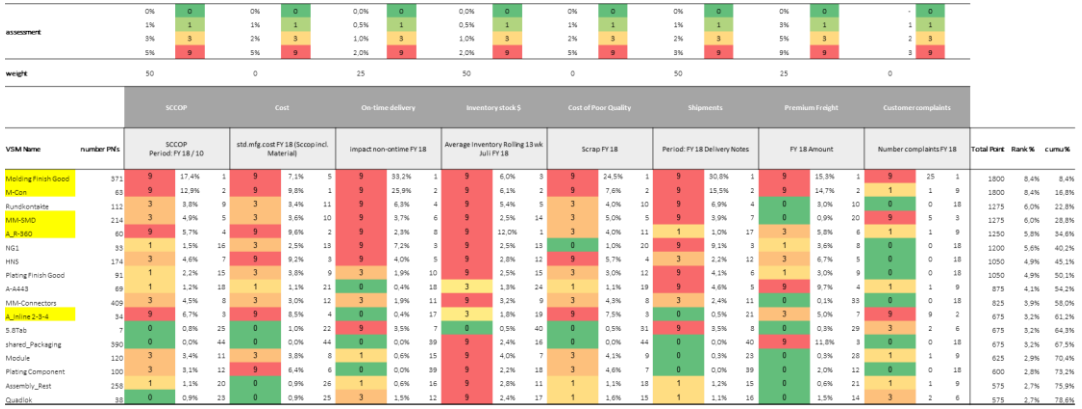
1. Identify the most impactful value stream
2. Identify the value stream transformation team
3. Equip employees with the necessary TEOA Knowledge.
4. Establish Baseline Performance Metrics
5. Complete Demand Analysis for Most Impactful Value Stream
6. Prepare Phase Exit Elements

Tip: Click on the links above to quickly access the topic

Prepare: Identify the Most Impactful value stream:

- It is up to the discretion of **the site and alignment with the BU & Site strategy to determine what is “most impactful”.**
  - Selection considerations; revenue, gross margin, future business growth, conversion cost, volume, new product introductions, etc.

- Sites should start to see site wide **measurable results** as it relates to Safety, Quality, Delivery & Cost (Productivity, Inventory), once approximately 20% of the “most impactful” value streams have been transformed to the future state.
  - **Star level 3.** This 20% threshold allows the site to show that it has **built the necessary capability to perform**.
  - **Star level 4.** Once 60% of the “most impactful” value streams have been transformed, the site has proven that it has **the ability to rapidly improve**.
  - **Star level 5.** At TE, once 90% of all value streams have been truly transformed to lean value streams, this will be considered **approaching “world class performance”**.



		SCCOP		Cost		On-time delivery		Inventory stock $		Cost of Poor Quality		Shipments		Premium Freight		Customer complaints				
assessment		0%	0	0%	0	0.0%	0	0.0%	0	0%	0	0%	0	0%	0	-	0			
		1%	1	1%	1	0.5%	1	0.5%	1	1%	1	1%	1	3%	1	1	1			
		3%	3	2%	3	1.0%	3	1.0%	3	2%	3	2%	3	5%	3	2	3			
		5%	9	5%	9	2.0%	9	2.0%	9	5%	9	3%	9	9%	9	3	9			
weight		50		0		25		50		0		50		25		0				
VSM Name	number PN's	SCCOP Period: FY 18 / 10		std.mfg.cost FY 18 (Scoop incl. Material)		impact non-ontime FY 18		Average inventory Rolling 13 wk Juli FY 18		Scrap FY 18		Period: FY 18 Delivery Notes		FY 18 Amount		Number complaints FY 18		Total Point	Rank %	cumu%
Molding Finish Good	371	9	17.4%	1	9	7.1%	5	9	33.2%	1	9	6.0%	3	9	24.5%	1	9	30.8%	1	9	15.3%	1	9	25	1	1800	8.4%	8.4%
M-Con	63	9	12.9%	2	9	9.8%	1	9	25.9%	2	9	6.1%	2	9	7.6%	2	9	15.5%	2	9	14.7%	2	1	1	9	1800	8.4%	16.8%
Rundkontakte	112	3	3.8%	9	3	3.4%	11	9	6.3%	4	9	5.4%	5	3	4.0%	10	9	6.9%	4	0	3.0%	10	0	0	18	1275	6.0%	22.8%
MM-SMD	214	3	4.9%	5	3	3.6%	10	9	3.7%	6	9	2.5%	14	3	5.0%	5	9	3.9%	7	0	0.9%	20	9	5	3	1275	6.0%	28.8%
A_R-360	60	9	5.7%	4	9	9.6%	2	9	2.3%	8	9	12.0%	1	3	4.0%	11	1	1.0%	17	3	5.8%	6	1	1	9	1250	5.8%	34.6%
NG1	33	1	1.5%	16	3	2.5%	13	9	7.2%	3	9	2.5%	13	0	1.0%	20	9	9.1%	3	1	3.6%	8	0	0	18	1200	5.6%	40.2%
HNS	174	3	4.6%	7	9	9.2%	3	9	4.0%	5	9	2.8%	12	9	5.7%	4	3	2.2%	12	3	6.7%	5	0	0	18	1050	4.9%	45.1%
Plating Finish Good	91	1	2.2%	15	3	3.8%	9	3	1.9%	10	9	2.5%	15	3	3.0%	12	9	4.1%	6	1	3.0%	9	0	0	18	1050	4.9%	50.1%
A-4443	69	1	1.2%	18	1	1.1%	21	0	0.4%	18	3	1.8%	24	1	1.1%	19	9	4.6%	5	9	9.7%	4	1	1	9	875	4.1%	54.2%
MM-Connectors	409	3	4.5%	8	3	3.0%	12	3	1.9%	11	9	3.2%	9	3	4.3%	8	3	2.4%	11	0	0.1%	33	0	0	18	825	3.9%	58.0%
A_Inline 2-9-4	34	9	6.7%	3	9	8.5%	4	0	0.4%	17	3	1.8%	19	9	7.5%	3	0	0.5%	21	3	5.0%	7	9	9	2	675	3.2%	61.2%
5.8Tab	7	0	0.8%	25	0	1.0%	22	9	3.5%	7	0	0.5%	40	0	0.5%	31	9	3.5%	8	0	0.3%	29	3	2	6	675	3.2%	64.3%
shared_Packaging	590	0	0.0%	44	0	0.0%	44	0	0.0%	39	9	2.4%	16	0	0.0%	44	0	0.0%	40	9	11.8%	3	0	0	18	675	3.2%	67.5%
Module	120	3	3.4%	11	3	3.8%	8	1	0.6%	15	9	4.0%	7	3	4.1%	9	0	0.3%	23	0	0.3%	28	1	1	9	625	2.9%	70.4%
Plating Component	100	3	3.1%	12	9	8.4%	6	0	0.0%	39	9	2.2%	18	3	4.6%	7	0	0.0%	39	0	2.0%	12	0	0	18	600	2.8%	73.2%
Assembly_Rest	258	1	1.1%	20	0	0.9%	26	1	0.6%	16	9	2.8%	11	1	1.1%	18	1	1.2%	15	0	0.6%	21	1	1	9	575	2.7%	75.9%
Quadlok	38	0	0.9%	23	0	0.9%	25	3	1.5%	12	9	2.4%	17	1	1.6%	15	1	1.1%	16	0	1.5%	14	3	2	6	575	2.7%	78.6%

Example of using a heatmap which compares value streams and key measures to determine the most impactful Value Stream.

For more information refer to the following SDP ID: 74694

Note: If **SDP 74694** is not used, a similar approach is recommended.

.

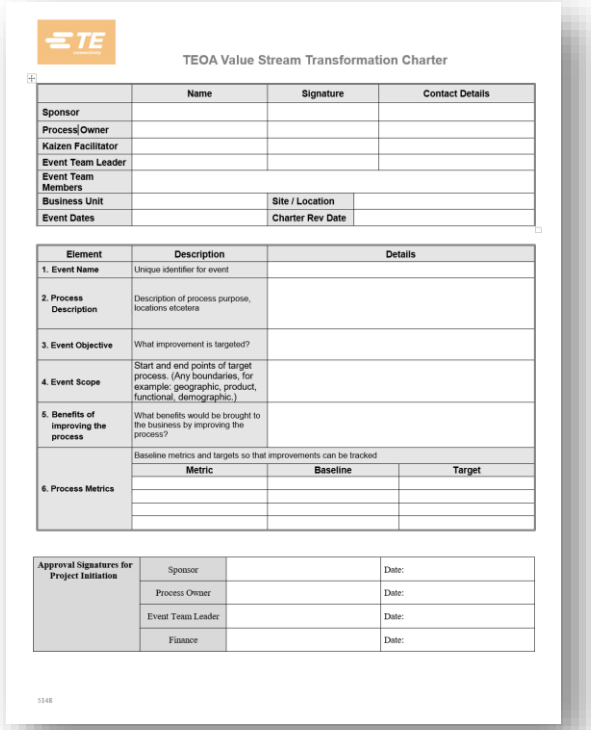
Return to Agenda

Prepare: Identify the Value Stream Transformation team

- Establish a value stream **transformation team** which should be comprised of several core members and are able to drive change throughout the entire value stream.
- These professionals typically include the **TEOA lead, Materials manager, and Value stream manager**, **Manufacturing Engineer** & members of the **Technical Excellence** community.
    - Other members from supporting functions can be brought in on an as needed basis.
- It is absolutely critical that the transformation team is a group of motivated change-agents that have the **ability to influence the stakeholders** within their value stream.

*It is the responsibility of this transformation team to make sure the **implementation plan** stays on schedule and **achieves the desired future state**.*

Tip: Use a Project Charter to capture team members, the scope and to baseline the transformation



TEOA Value Stream Transformation Charter

	Name	Signature	Contact Details
Sponsor			
Process Owner			
Kaizen Facilitator			
Event Team Leader			
Event Team Members			
Business Unit		Site / Location	
Event Dates		Charter Rev Date	

Element	Description	Details
1. Event Name	Unique identifier for event	
2. Process Description	Description of process purpose, locations etcetera	
3. Event Objective	What improvement is targeted?	
4. Event Scope	Start and end points of target process. (Any boundaries, for example: geographic, product, functional, demographic.)	
5. Benefits of improving the process	What benefits would be brought to the business by improving the process?	
6. Process Metrics	Baseline metrics and targets so that improvements can be tracked	

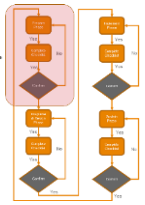
Metric	Baseline	Target

Approval Signatures for Project Initiation			
	Sponsor		Date:
	Process Owner		Date:
	Event Team Leader		Date:
	Finance		Date:

Example of Project Charter Template

Return to Agenda

Prepare: Employee TEOA Knowledge (Training)



	Operational Excellence	Technical Excellence
TEOA Site Leaders	Introduction to TEOA + 5 Day LEAN Foundations + Training on the playbook + LEAN Essentials or VSM&D + LEGO / Flashlight & QCO Games	Knowledge of the technical components + CoE Overview Training + Awareness of Site Process Technical Leaders.
Kaizen Facilitators	Introduction to TEOA + 2 day Kaizen Facilitator Training + Training on the playbook + LEGO / Flashlight Game	Knowledge of the technical components + CoE Overview Training + CoE Training on specific tools.
Site & Functional Leadership	Introduction to TEOA + TEOA For Leaders + Training on the playbook + Pen Game	Knowledge of the technical components + CoE Training on specific tools.
Operators	Shop floor SF101 & 102 training modules + Pen Game	CoE Training on specific tools.

The pyramid on the above depicts the various roles on site, the knowledge level expectations including recommended training materials & events

Return to Agenda

Prepare: Establish Value Stream Baseline Performance Metrics

- In order to assess performance and determine success it is necessary to establish a set of performance metrics or KPIs.
- These measurements should;
  - Reflect the **business strategy** of the company at every level.
  - Have **clear line of sight** to the Site level metrics.
  - **Easily obtained**.
  - **Drive improvements** that lead to future business growth.
  - **Motivate people** to continue lean improvements

Although it is up to the value stream transformation team to establish their own relevant metrics, here are some lean value stream metrics that will help get you started:

- Safety
- Quality Rolled Throughput Yield (RTY)
- Cycle time
- Work In Progress
- Throughput
- Productivity
- Leadtime
- Uptime
- Changeover

Data trends can be monitored

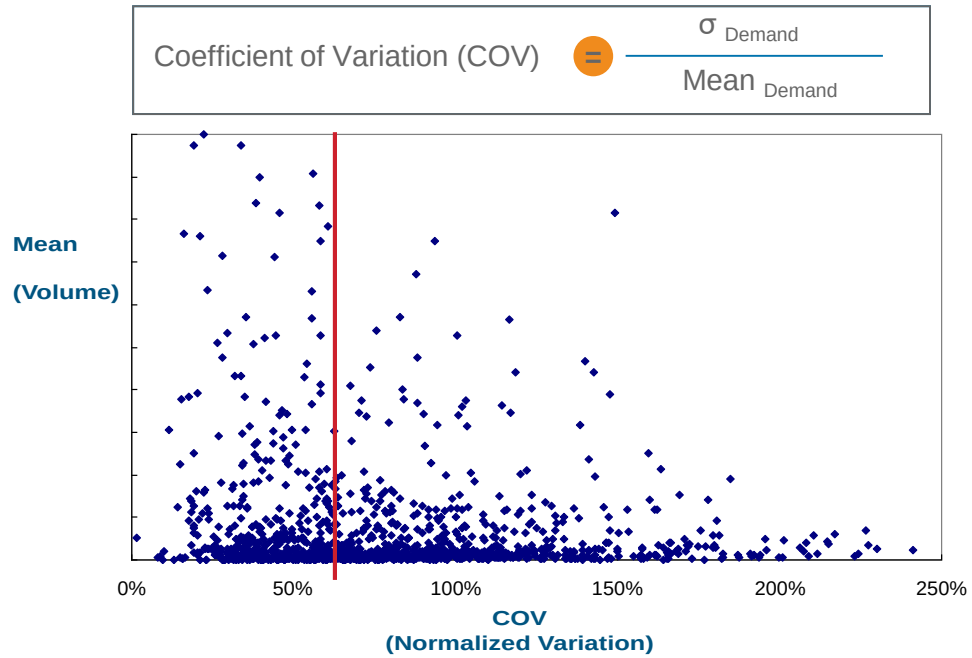
Red / Green banding on chart show clear winning / Losing

Example of Metric tracking & display. This could also be digitally displayed.

Return to Agenda

Prepare: Demand analysis for Most Impactful VS

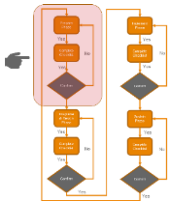
- Gain an understanding of the relative **extent of variation** (stability) in demand by part within a product family.
- Demand Analysis categorizes individual part numbers or product families into four groups.
  1. High volume/low variability.
  2. Low volume/low variability.
  3. Low volume/high variability.
  4. Outliers.
- This will help to determine the Value Stream Design & implications on execution such as;
  - **Make to Stock.**
  - **Assemble to Order.**
  - **Make to Order.**



For more information regarding Demand analysis, refer to Demand analysis (TEOA – 05 Demand Analysis) training materials.

*What is the **impact of NPI or Product Transfers** on the Value Stream?*

Return to Agenda



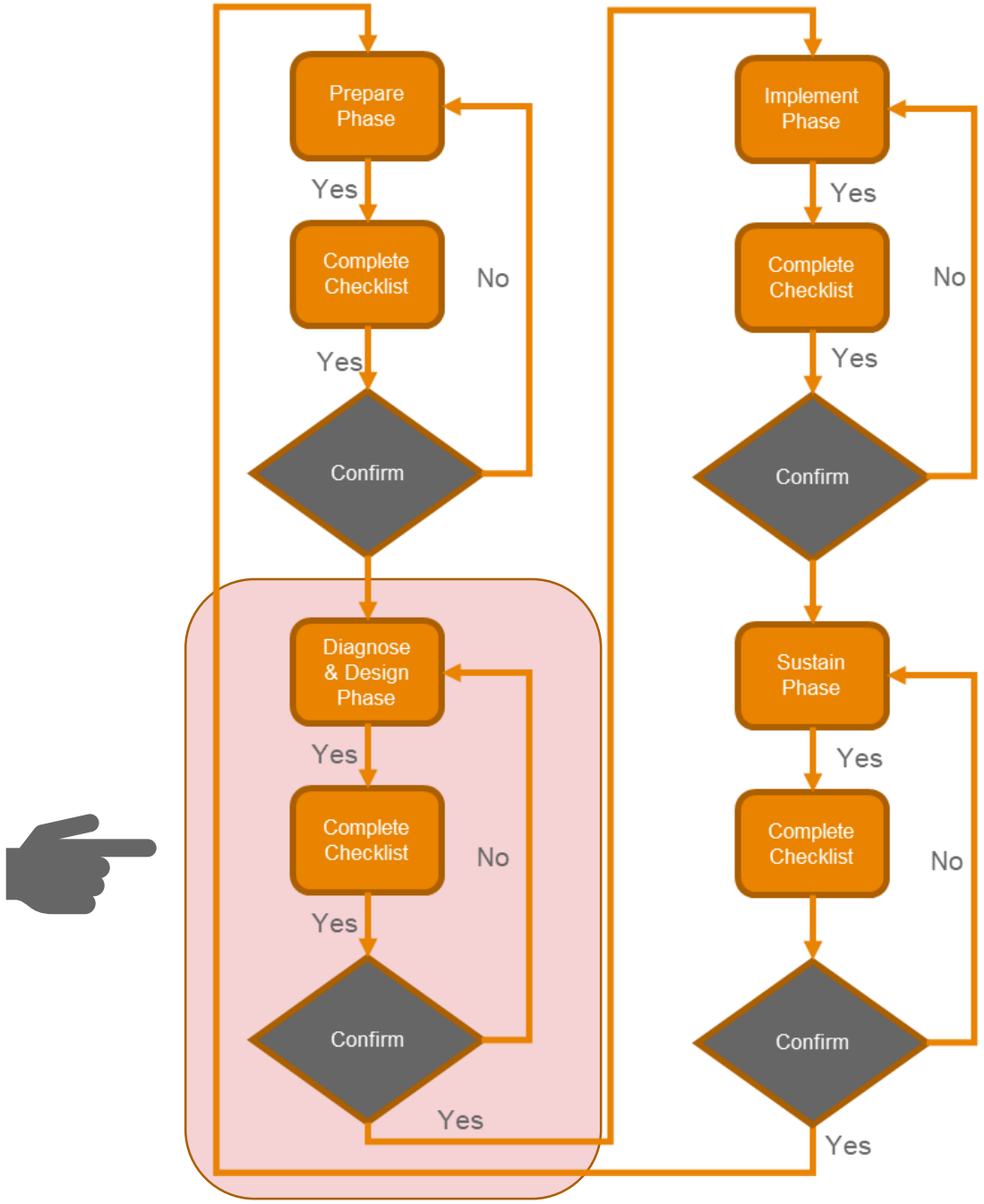
Prepare Phase Exit Elements

- ✓ The **fundamental elements** in Star level 2 are fully implemented.
- ✓ The most impactful value stream/s have been identified with supporting business cases and linkage to the sites **strategy** as defined in the prepare phase.
- ✓ The value stream **transformation team** is established.
- ✓ The most impactful value stream/s baseline **Performance Metrics** **(Quality, Leadtime, Uptime etc…)** are established.
- ✓ The **Demand Analysis** is completed on the most impactful value stream/s and verified by Supply chain planning and site leadership.
- ✓ The most impactful value stream has been assessed for planned **New Product Introductions (NPI) and product line transfers**. These will be considered as part of any future state design.

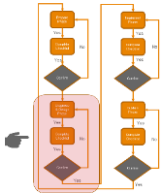
Return to Agenda

Diagnose & Design Phase

The Diagnose & Design Phase during which the team identifies improvement opportunities and defines a vision and path for implementation activities towards the future state design



EVERY CONNECTION COUNTS



Diagnose & Design Phase Overview

In this phase:

- **The Current State** for the most impactful VS is created.
- The **Future State Design** will be established.
- The **Deployment Plan** will be developed for the Future State value stream.
- The **Exit Phase Elements** will be reviewed and each element will attain a 100% score prior to entering the Implementation phase.

1. Current State Value Stream Mapping
2. Future State Value Stream Mapping
3. Create a Deployment Plan
4. Diagnose & Design Phase Exit Elements

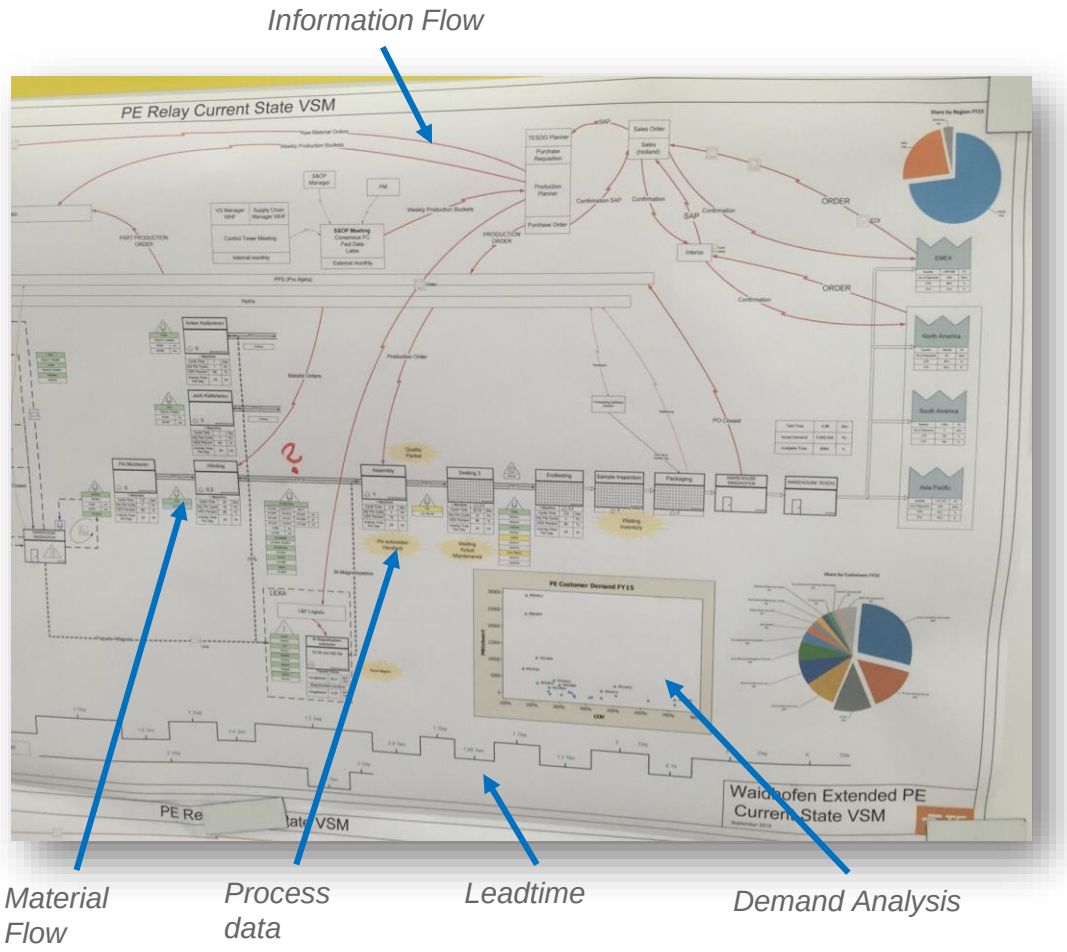
Note: Click on the links above to quickly access the topic

Diagnose & Design: Current State Value Stream Mapping

- Create a visual end to end map of the **current material and information** flow at the product family level.
- Identify all the **value add and non-value added activities** from raw material through to finished goods.
- Include **critical elements** such as;
    - customer requirements, process steps, process data, inventory data, flow of materials & Information and lead time.
- Highlight flow discontinuities.
- Create a **baseline** for quantifying performance improvement opportunities.

*Refer to the Value Stream Management tool for more details on **implementation steps** for Current State Value Stream Mapping.*

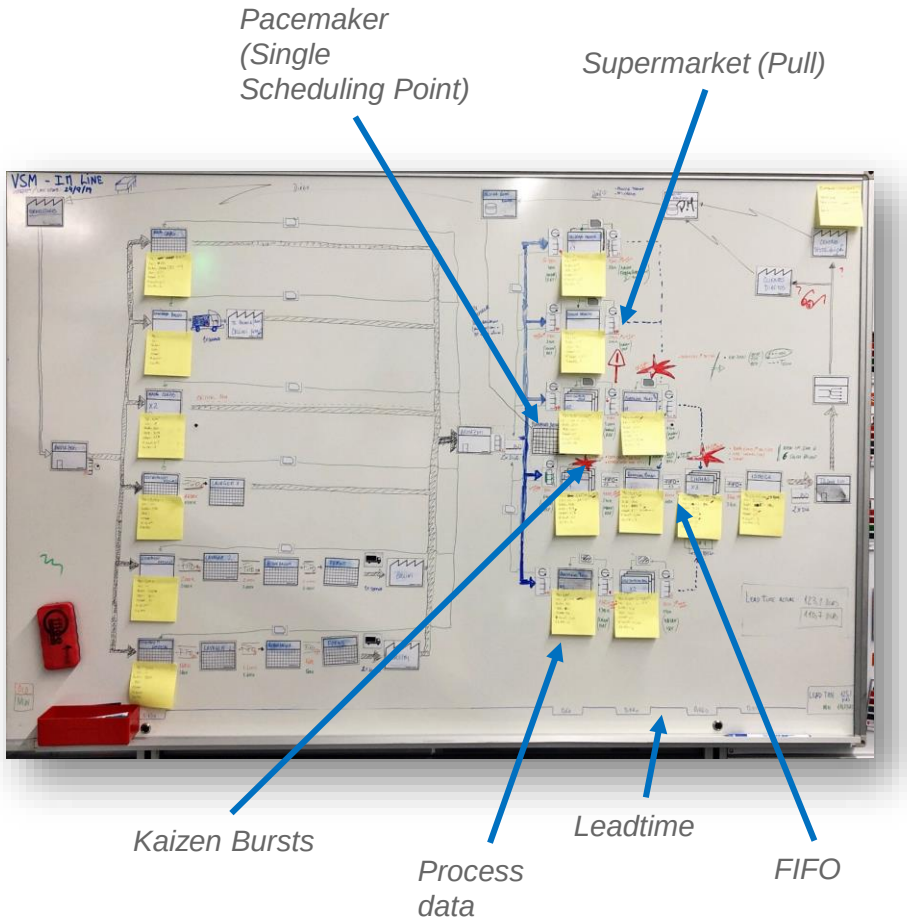
Example from Industrial Waidhofen Site Austria



Return to Agenda

Diagnose & Design: 2. Future State Value Stream Mapping

- Create a visual map illustrating the **desired post-transformation** material and information flow at the product family level.
- Follow the **8 questions** outlined in ***Learning to See*** from the *Lean Enterprise Institute. See next page.*
- The emphasis is on **creating continuous flow** where possible, and where you cannot flow, **establishing pull** from upstream processes in the value stream.
- Highlight key **performance improvement** projects that need to be completed in the implementation phase for the value stream to flow as designed.
- It will also give direction to **Operational and Technical Excellence** tool deployment.
- A future state design should have **significant reductions** in **inventory and lead time** while simultaneously **improving quality** and **delivery** performance.



Example from Industrial Evora Site Portugal Future State created on white board.

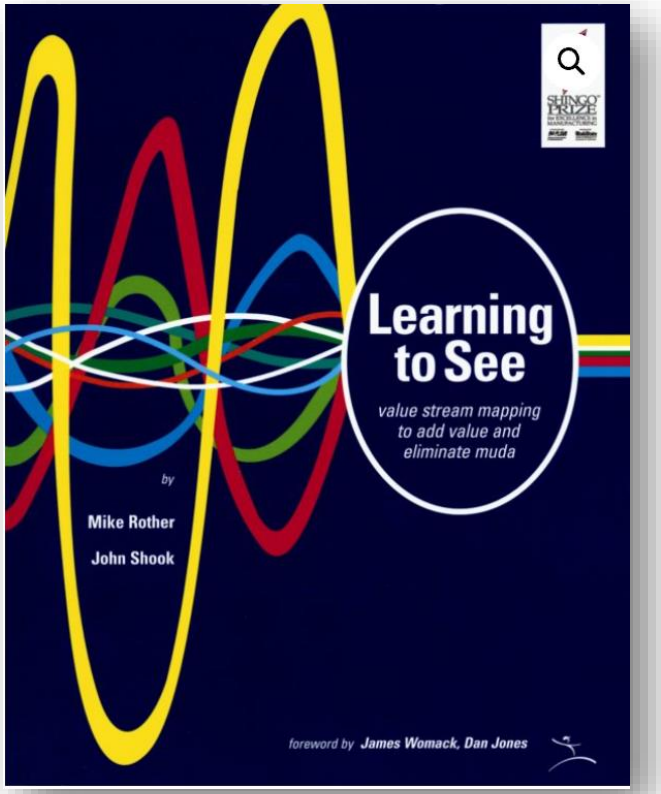
*Refer to the Value Stream Management tool for more details on **implementation steps** for Future State Value Stream Mapping.*

Return to Agenda

Diagnose & Design: Future State Design
8 Question Analysis

1. What is the **Takt Time?**
2. Will you build to **finished good** supermarket or directly to shipping?
3. Where can you use **continuous flow** processing?
4. Where will you need to use supermarket **pull systems** to control production of upstream processes?
5. At what single point in the production chain (the "**Pacemaker process**") will you schedule production?
6. How will you **level the production** mix at the pacemaker process?
7. What **increment of work** will you consistently release and take away at the pacemaker process?
8. What **process improvements** will be necessary for the value stream to flow as your future state design specifies?

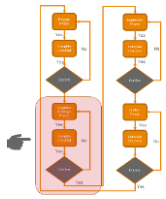
When answering the **8 questions** consider **Operational and Technical Excellence tools** are needed to realise the future state?



Reference: Current State Value Stream example taken from "Learning to See" by Mike Rother & John Shook

Links to Tools, Videos & Resources on the next page

Return to Agenda



Diagnose & Design: Additional Resources

Below is a suite of **tools and resources** which can be used as part of designing the **Future state value stream**

Tool Playbooks

- EH&S
- Quality Foundations
- 5S & Visual Management
- PIM
- TPM
- Value Stream Management
- Built in Quality
- Standard Work
- Quick Changeover
- Workplace Design

Videos

- PIM
- Value Stream Mapping & Design
- Materials & Master Planning

Technical Excellence

Not yet available in this Playbook Revision

- Opportunity to TE Best
- Process Excellence Framework
- Ready to Deploy Projects
- Technical Academies

Tip: Click on the Tool Name or resource to quickly access information on the topic

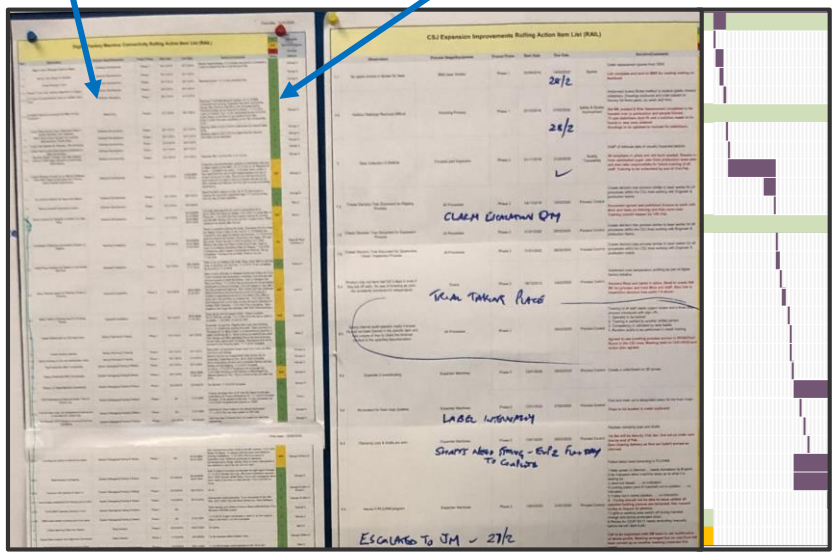
Return to Agenda

Diagnose & Design: 3. Create a Transformation Plan

- The deployment plan will;
  - Serve as the mechanism to **track progress** towards achieving the desired future state.
  - Consist of **Kaizen activities / improvement projects & Technical RTD's** spanning over the course of 6-12 months that will help a value stream transformation team move towards the future state.
  - Be a result of asking the **8 questions** from designing the future state.
  - **Ensure priorities and resources are managed** and scoped properly.
    - There should be a regular cadence of reviews of the deployment plan with the **site implementation** team.

Actions with Dates and Owner

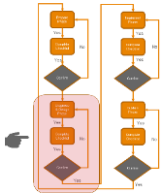
On track / Off Track (Red/Yellow/Green coding)



- The value stream transformation team defines the best format / mechanism for managing the deployment plan, but a simple **project tracker / timeline, or Gantt chart** is recommended.

Refer to the **Next Steps** Module in the TEOA ACADEMY for more details on implementation steps for creating a deployment plan.

Return to Agenda



Diagnose & Design Phase Exit Elements

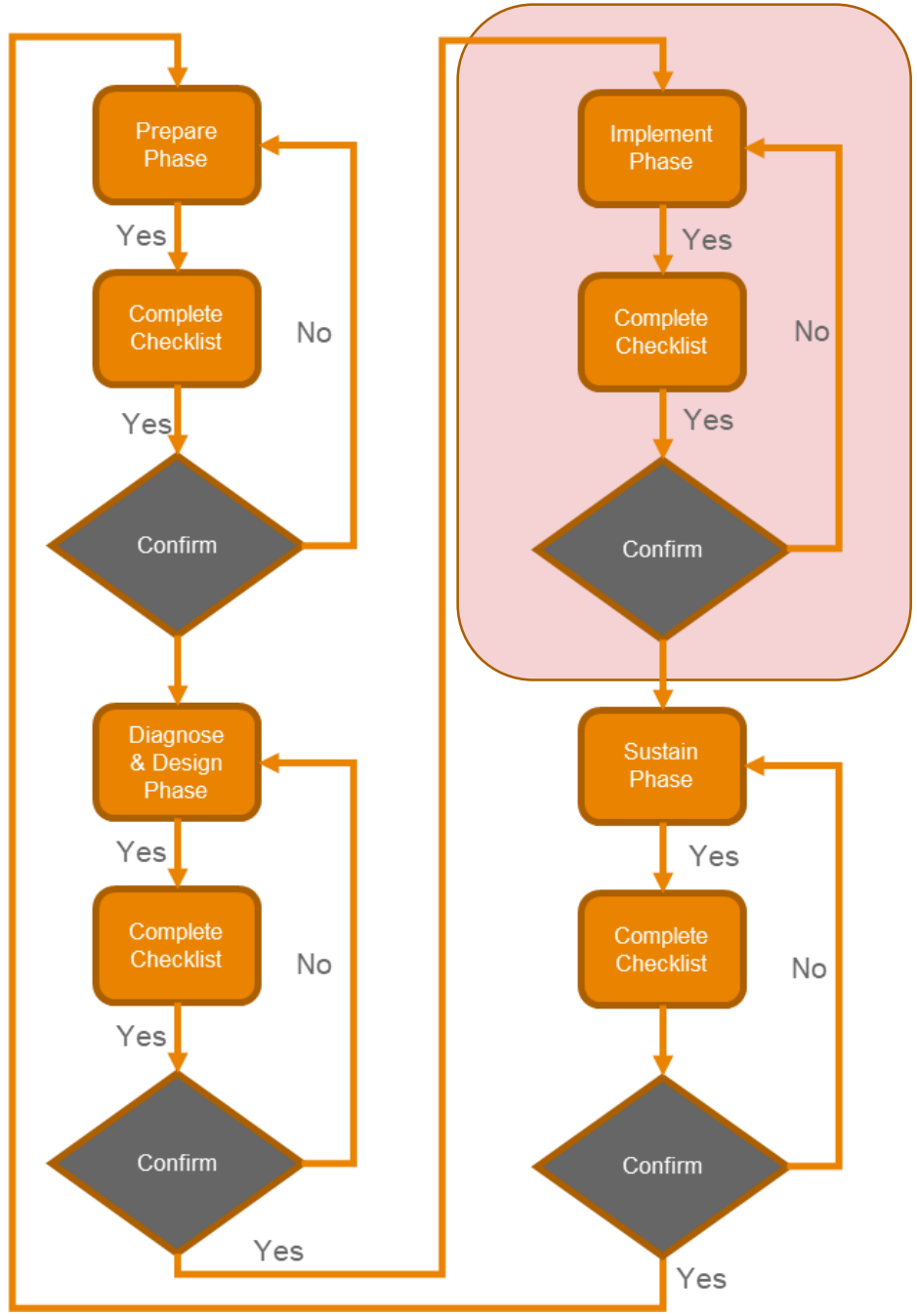
- ✓ The most impactful value stream has a Current State Value Stream Map clearly identifying material and information flow.
- ✓ The **Future State Value Stream Map** for the most impactful value stream/s is published and answers the 8 Questions of "Learning to See"
- ✓ The Future state design will accommodate any planned **New Product Introductions and Product line transfers** as identified in the Prepare Phase.
- ✓ Improvement opportunities have been identified and appropriate **Operational Excellence tools and Technical Excellence RTDs** have been selected for implementation.
- ✓ A **deployment plan & timeline** for the Value Stream/s transformation capturing Kaizen events & RTD projects is approved by the Site leadership team

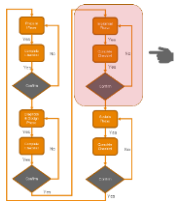
Return to Agenda

Implement Phase

The Implement Phase during which the team uses TEOA tools to transform the current value stream towards the desired future state focusing on creating continuous flow and establishing level pull to true customer demand across the entire value stream

EVERY CONNECTION COUNTS





Implementation Phase Overview

In this phase:

- **Deployment plan execution through the use of Kaizen methodology**
- **How to establish Transformation Progress reviews**
- The **Exit Phase Elements** will be reviewed and each element will attain a 100% score prior to entering the Sustain Phase

1. Kaizen – Deployment Plan Execution
2. Establish Progress Reviews
3. Implement Phase Exit Elements

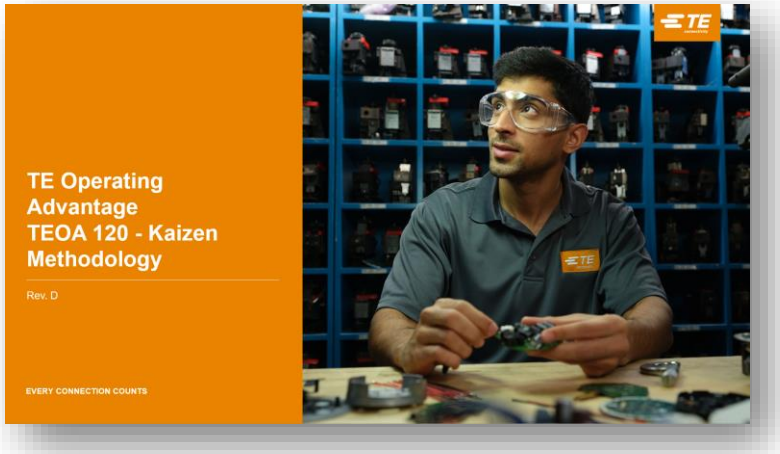
Note: Click on the links above to quickly access the topic

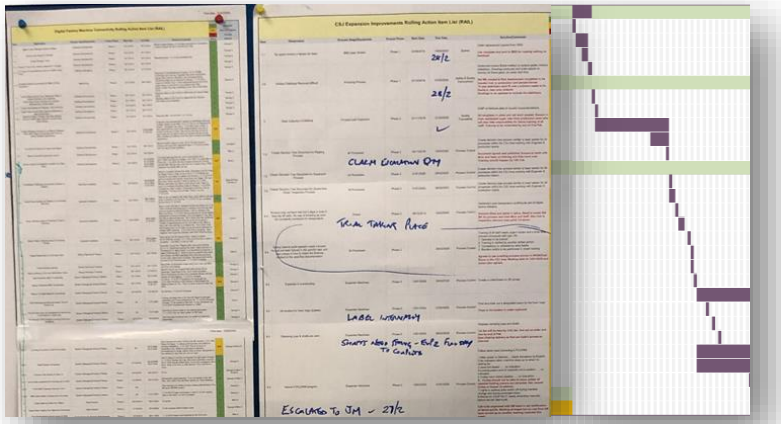
Implement: Kaizen – Deployment Plan Execution

改 善
KAI ZEN

Kaizen, Japanese for "improvement", or "**change for the better**" refers to the philosophy or practices to continuously improve processes.

Refer to TEOA 120 Kaizen Methodology Training Materials for additional information



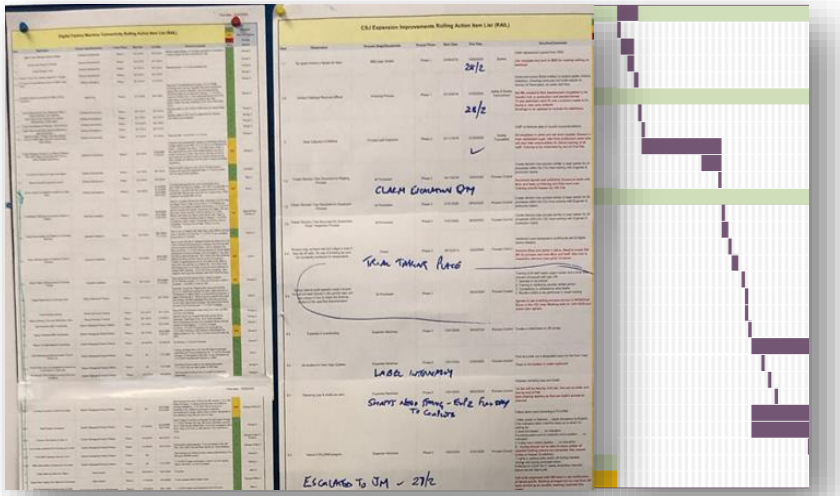


- Kaizen is the methodology;
  - To **execute** the Deployment plan.
  - To **prioritise** the improvement activities which need to be actioned.
  - To create a **culture** where employees throughout the organisation are engaged in continuous improvement.

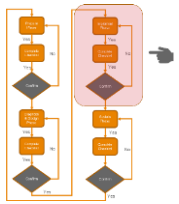
Return to Agenda

Implement: Establish Progress Reviews

- Regular **cadence of review is established** to provide progress updates to the deployment plan.
  - This could be for example minimum monthly, max weekly timeframe.
- It is recommended this is led by the **Value Stream Leader** and should be attended by;
  - Plant Manager.
  - Value Stream Transformation Team.
  - Site Implementation Team.
  - TEOA Site Leader.
  - Members of the leadership team as appropriate.
  - The Kaizen owners.
  - Technical Excellence.
- The deployment plan is updated.
- Clear actions identified for items which are off track.
  - Green / Red coding is used to identify on track / off track.



Return to Agenda



Implement Phase Exit Elements

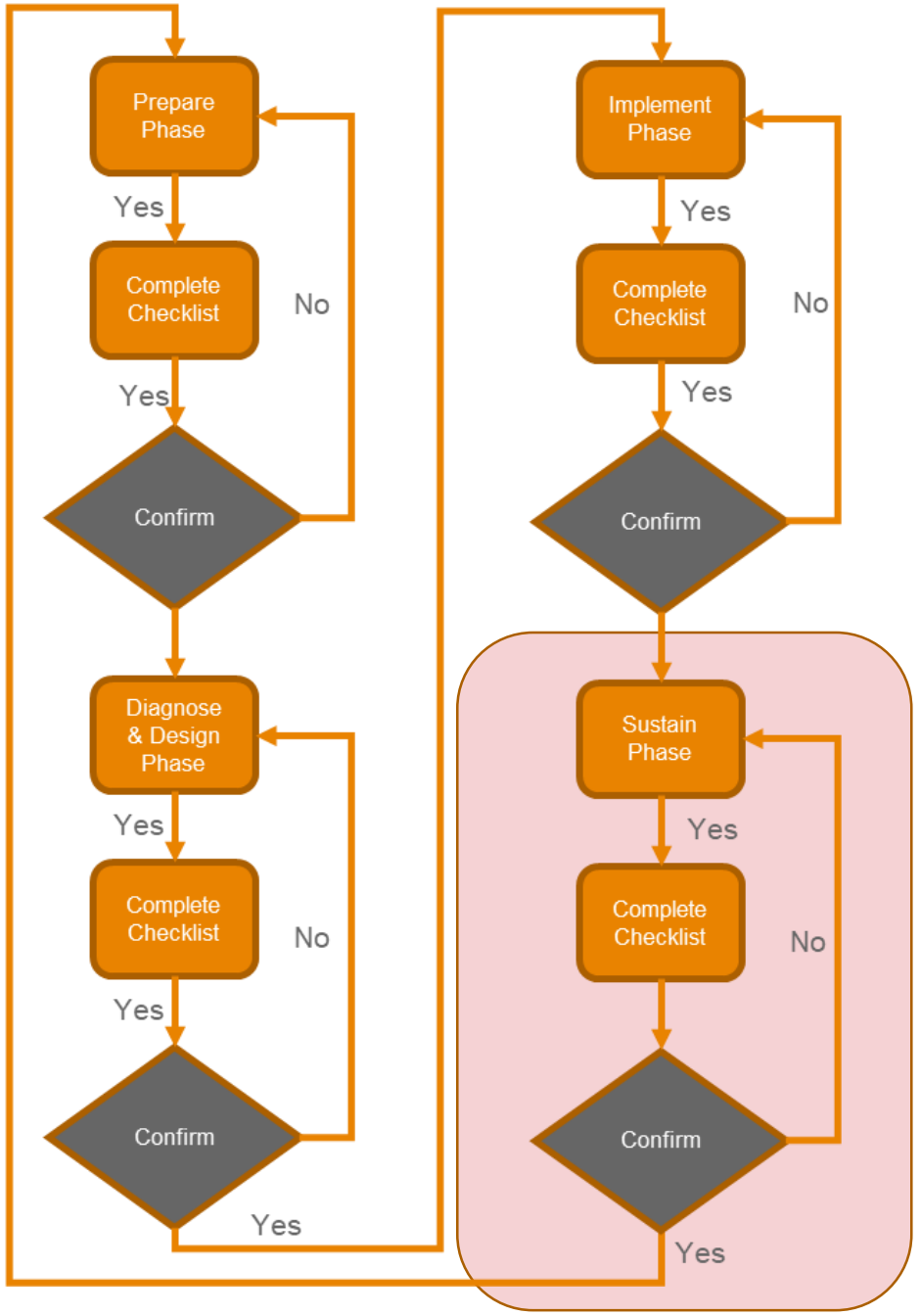
- ✓ The relevant **Operational and Technical Excellence tools** identified in the Diagnose & Design Phase are deployed.
- ✓ The **fundamental Stability tools** of EH&S, Quality Foundations, 5S Visual Management, TPM & PIM continue to evolve as outlined in their respected Playbooks.
- ✓ The **8 question process** has been followed and implemented.
- ✓ All **Kaizens** identified on the future state map have been implemented. If not, provide evidence of deviation from the deployment plan.

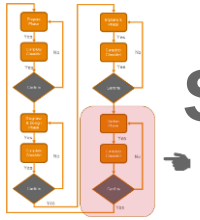
Return to Agenda

Sustain Phase

The Sustain Phase during which the site continues to leverage opportunities identified through Process Improvement Management (PIM) in order to sustain the changes and to pursue perfection

EVERY CONNECTION COUNTS





Sustain Phase Overview

In this phase:

- **Create Production Tension**
- **Continued deployment of Process Improvement Management (PIM)**
- The **Exit Phase Elements** will be reviewed and each element will attain a 100% score prior to entering the Sustain Phase

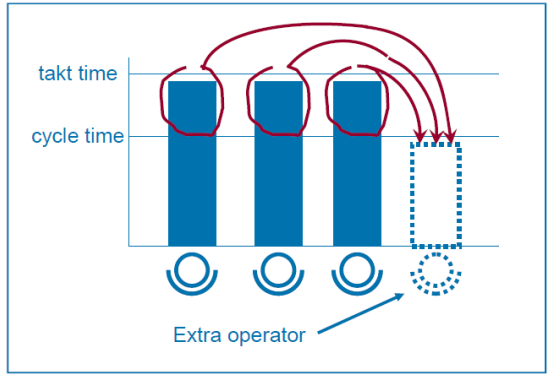
1. **Create Production Tension**
2. **Process Improvement Management (PIM)**
3. **Sustain Phase Exit Elements**

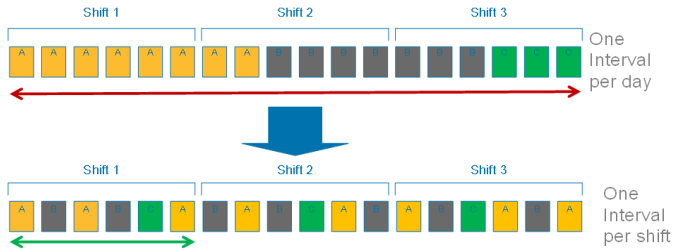
Note: Click on the links above to quickly access the topic

Sustain Phase: Create Production Tension

Production tension is the practice of keeping the lean value stream under stress.

- It ensures that;
  - **Problems get noticed quickly** and receive fast responses.
  - It forces and accelerates the **pursuit of perfection** by exposing the “truly next best” kaizen opportunities in the value stream.
  - **Removing** inventory buffers, balancing to takt time, reducing replenishment lead times, decreasing production intervals, adding more products into the production interval, etc.
  - The **ultimate goal** is to be able to produce any part, any time, in any quantity requested by the customer in the shortest interval possible.
- This flexibility will lead to improved delivery performance, reduced lead time, reduced lot sizes, reduced inventory levels, and many other significant benefits to the business.





Source: *Learning To See* – value stream mapping to add value and eliminate Muda p.63, Mike Rother and John Shook

Refer to the **Production Tension** module in the TEOA ACADEMY for more details on identifying and implementing production tension in your value stream.

Refer to the **2A MMP Production Tension** video for more in depth explanation

Return to Agenda

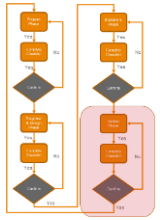
Sustain: Process Improvement Management (PIM)

- PIM will continue to serve as the **management mechanism** to continuously improve the process and ensure the processes are running as designed.
- The four critical elements (**Leader Standard Work, Visual Controls, Tiered Accountability, and Discipline**) will continue to identify opportunities and allow value streams to sustain success.
- By leveraging and empowering employees to **identify opportunities** and provide solutions PIM will provide the value stream transformation team with a high probability of sustaining improvements.
- A well deployed lean management system is one of, if not the most important aspect of **sustaining lean improvements.**

Refer to the **PIM Materials** in the TEOA ACADEMY for more details & the PIM Playbook

Refer to the "4 Elements of PIM" video.

Return to Agenda



Sustain Phase Exit Elements

- ✓ The relevant **improvement actions** are creating value and delivering expected returns.
- ✓ Multiple examples of increasing the **production tension** are available in the transformed value stream/s.
- ✓ Employees are empowered to identify abnormalities, leverage problem solving techniques and utilize improvement methodologies to drive continuous improvement activities.
- ✓ All Management layers are involved **in layered process audits** for the value streams under transformation.
- ✓ **Stability elements** are continuing to mature in parallel with the sites transformational improvements.

Return to Agenda

ANY CONNECTION CAN CHANGE THE WORLD

EVERY CONNECTION COUNTS

TE connectivity