



GE Lean Challenge

Let's "Green" Visit



GREAT ViSIX Team





Contexts

01 项目描述

02 行动计划

03 效果演示

04 结果影响



“Green” Visit



/01

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项目描述

- 项目背景
- 问题描述
- 问题定义
- 目标设定





项目背景





现状&问题描述

Genba 去现场

- ✓ 线上参观模式
- ✓ 一种**标准且有效的服务**提供给客户



实地走访

- 采访项目负责人
- 体验线下参观



了解现状

- 线下参观模式
- 远程参观模式



发现问题

- 识别浪费
- 改善行动



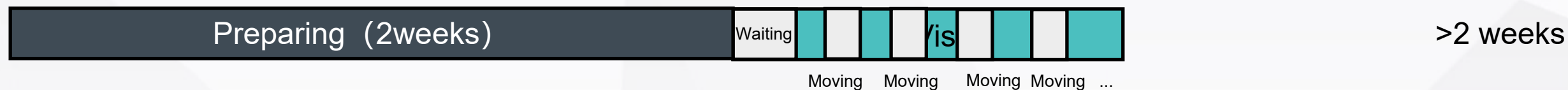
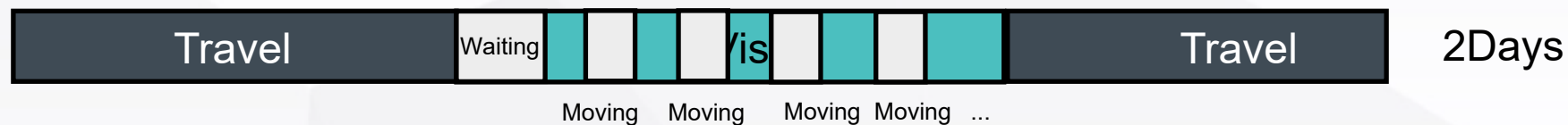
现状&问题描述



非增值活动	参观环节 (4h)	非增值活动	客观因素	非增值活动
Preparing 客户预约后 所需时间	Visit 本环节仍存在诸多 非增值环节	Waiting Moving	Missing Understanding	Travel 客户返回



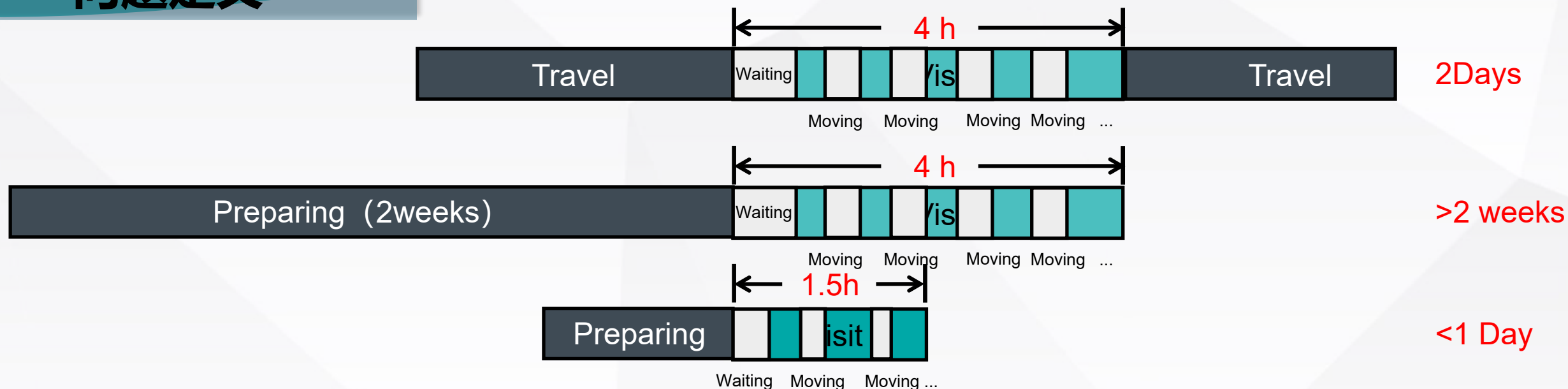
现状&问题描述



非增值活动	参观环节 (4h)	非增值活动	客观因素
Preparing 为期两周 人力资源浪费	Visit 直播形式 只是换了GE员工 代替了客户走动	Waiting Moving 仍未消除	Missing Understanding 依旧存在



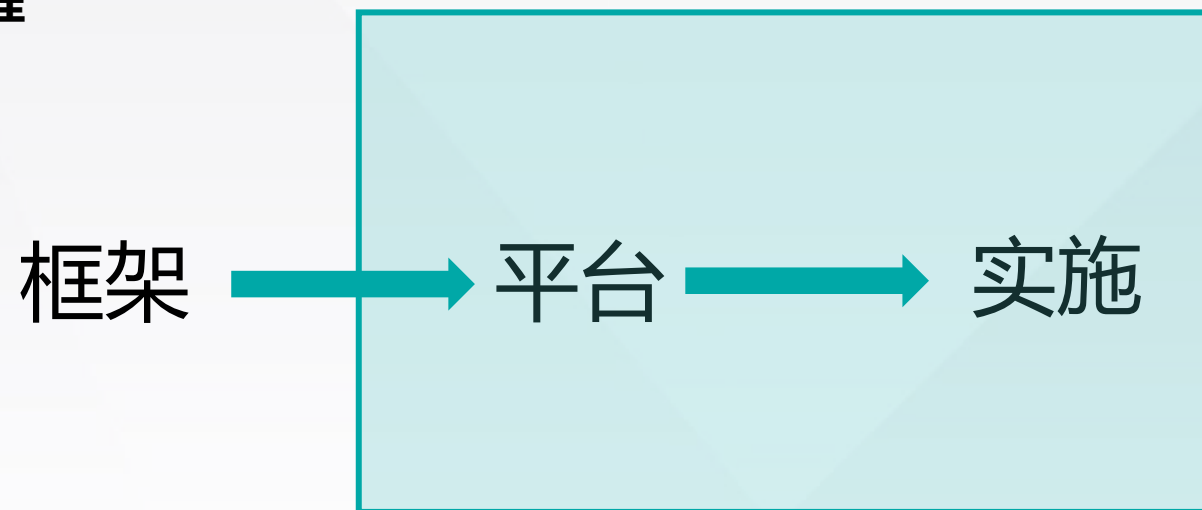
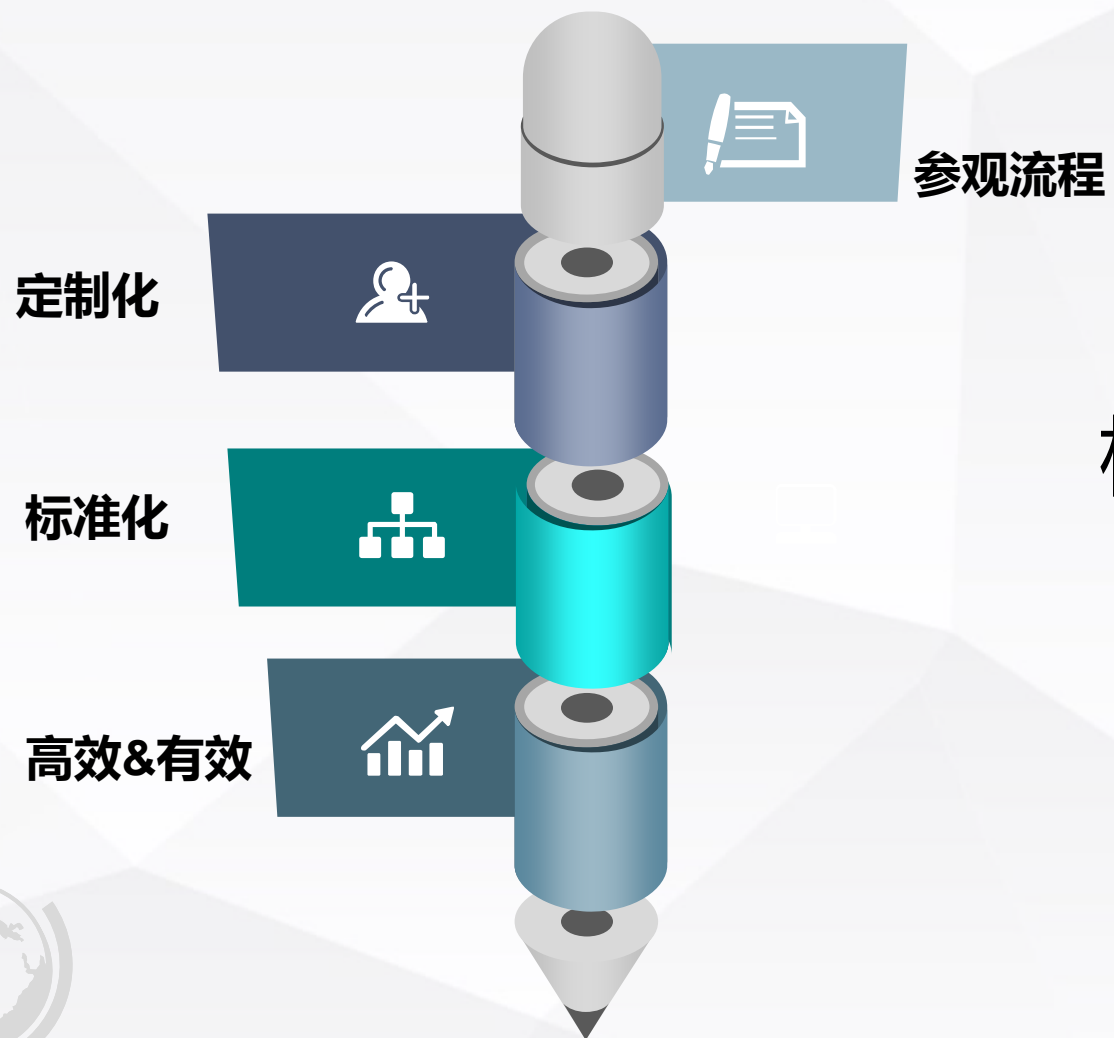
问题定义



非增值活动	非增值活动	客观因素	参观环节 (1.5h)
Preparing 针对性的准备工作 只需要不到一天的时间	Waiting Moving 极大削减	Missing Understanding 大幅减少	Visit 预期使Visit时间 压缩至1.5小时



目标设定





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行动计划

- 项目进度表
- 元素标准化
- 元素可视化
- 领导组织





项目进度表

现场参观

8/05-8/10

- 2次参观, 了解现状
- 识别浪费
- 提炼项目目标

元素搜集

8/10-8/12

- 2次 现场/现实/现物实践
- 4次参访, 共搜集39项元素
- 标准化元素收集过程

元素标准化

8/12-8/15

- 8项元素标签
- 6个元素分类模块
- 标准化元素展示形式

GE global lean challenge timeline

v0821

timeline	session	contents	state	PDCA stage
7.23	design thinking training1	knowledge preparation	completed	preparation
8.1	1st discussion	online team building	completed	
8.2	programme kickoff	GE overview	completed	
8.4	lean online training2	knowledge preparation	completed	
	lean online training3		completed	plan
8.5	project kickoff	project introduction	completed	
	1st onsite visit	background preparation	completed	do
8.8	2nd discussion	defining the problem	completed	
	2nd onsite visit	defining the problem	completed	check
8.10	3rd discussion	review	completed	plan
	3rd onsite visit	defining the problem	completed	
	4th discussion	problem analysis	completed	do
8.11	4th onsite visit	problem evaluating	completed	
	5th discussion	element collection	completed	
	5th onsite visit	brain storm	completed	
8.12	6th discussion	solution structure build	completed	check
	6th onsite visit	element collection	completed	
	7th discussion	review with leader	completed	plan
8.13	7th onsite visit	problem defining	completed	
	8th discussion	problem analysis	completed	do
8.15	8th onsite visit	problem evaluating	completed	
	9th discussion	solution structure	completed	
	9th onsite visit	work division	completed	
8.16	9th onsite visit	PPT structure build	completed	check
	10th discussion	1st PPT check	completed	
	10th onsite visit	review with coach	completed	plan
8.18	10th onsite visit	2nd PPT check	completed	
	11th discussion	solution structure confirm	completed	do
8.19	11th onsite visit	key info(Lean&Green)confirm	completed	
	12th discussion	feedback material request	completed	
	12th onsite visit	real case development	completed	
8.20	12th onsite visit	report development	completed	check
	13th discussion	PPT development	completed	
	13th onsite visit	real case development	completed	
8.21	13th onsite visit	PPT development	completed	
8.22	14th discussion	3rd PPT check	completed	act
	14th onsite visit	confirm report	completed	
8.23	14th onsite visit	review with leader	completed	
	15th discussion	4th PPT check	completed	
8.24	15th discussion	5th PPT revision	completed	check
	16th discussion	review with coach	completed	
	16th onsite visit	6th PPT revision	completed	
8.25	16th onsite visit	7th PPT revision	completed	
	17th discussion	report revision	completed	check
	17th onsite visit	8th PPT final revision	completed	
8.26	17th onsite visit	9th confirm PPT	completed	
	18th discussion	preparation for pre	ongoing	
8.27	18th discussion	files gathering	ongoing	act
	19th discussion	demo presentation	ongoing	
	19th onsite visit	summarize&ceremony (PHOTO)	ongoing	
8.28	19th onsite visit	presentation	to be started	
2位导师	3次精益培训	4次小组汇报	50个事项清单	4轮PDCA
5周时间	4次工厂集体参访	9次PPT打磨		
6人小组	15次会议1000+min讨论			

8/15-8/19

逻辑设计

- 15次会议讨论
- 1000+ min讨论

8/15-8/20

效果演示

- 2次现场汇报进展
- 1个演示, 可视化设计
- 影响与可持续性分析

8/20-8/23

总结汇总

- 4轮PDCA推进项目
- 50个事项清单项推进



元素标准化

质量提升

数字化管理

参观方式

产品

线棒

机加工

模拟装配

产线

现场直播

NTD无损检测

视频

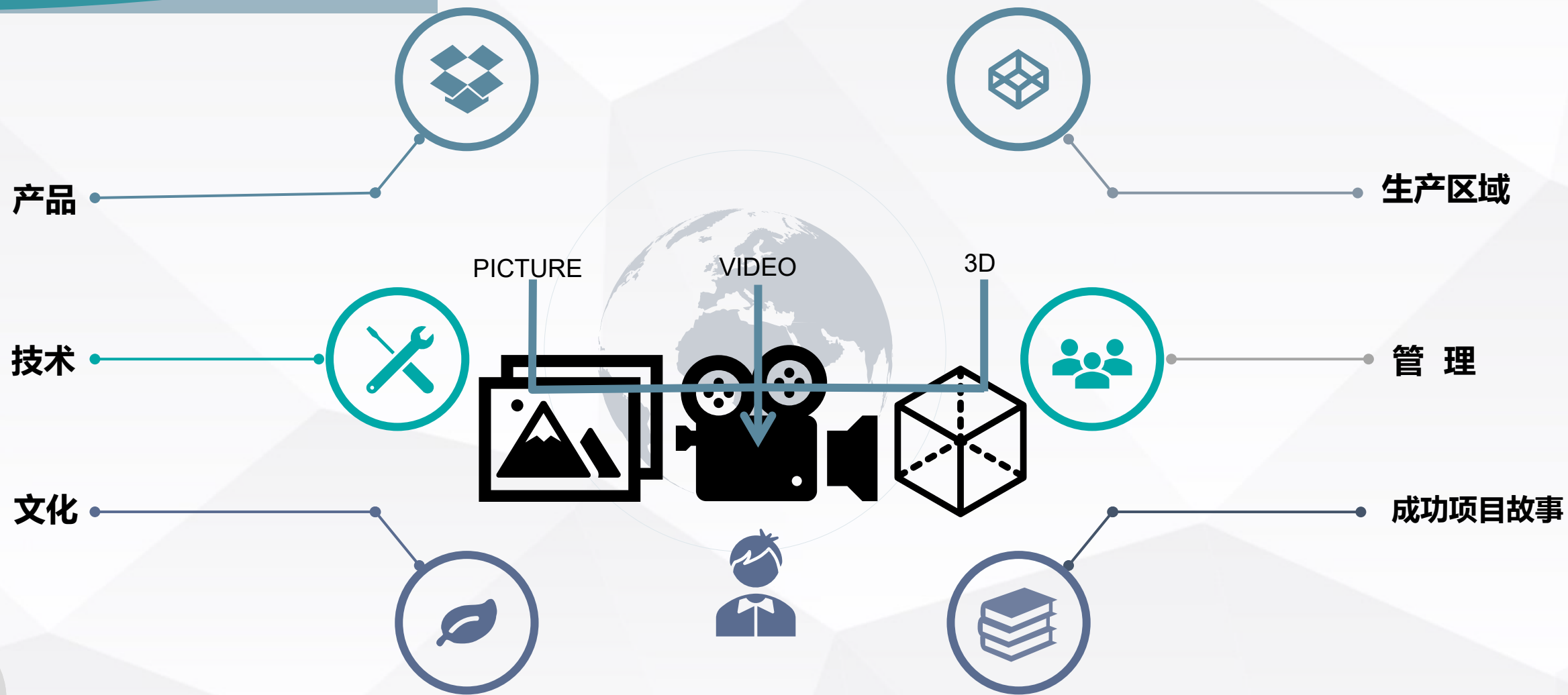
技术

磁极

AR



元素可视化






定制流程可视化

产品
产线
在
线
新
技术
模
拟
GE

Tooling bar
Digital assembly
可靠
EHS 管
Mainstream
快速换型技术
精度
人
3D
Weldcube system
4M
Accept
Easily
New concepts
改善
精益
案例

培训学
校
Lean tool
培
养
OTD
Creative
焊接
接





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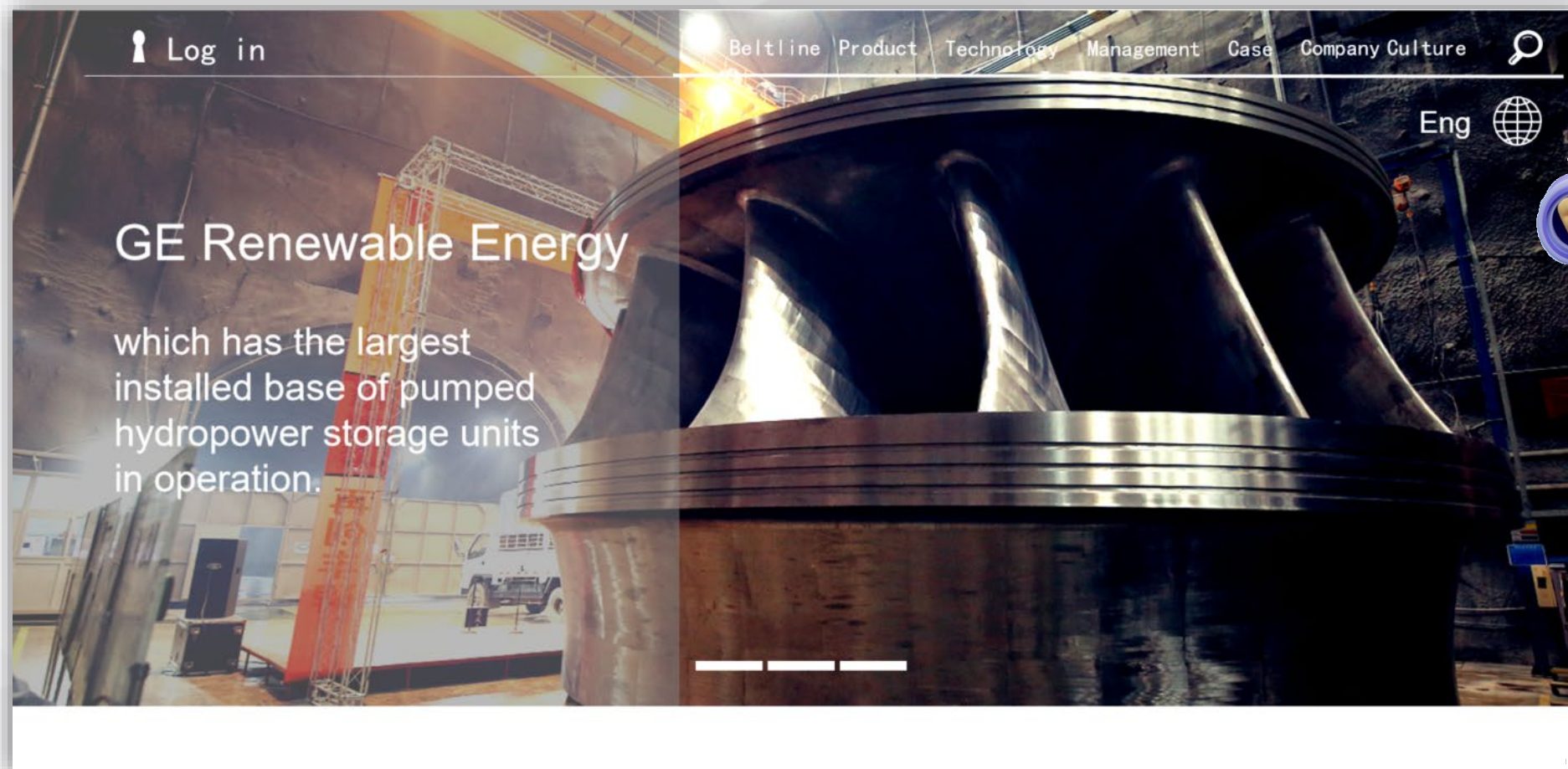
线上参访流程服务演示

- 参观流程框架
- 定制参访流程





线上参访流程演示





INTEREST LIST

In this page, you can view the selected items and decide when to visit.
Click "Submit" to make an appointment to visit

Visit contexts	Visit type	Estimated Time	Operation
Wudongde project story	Video+ explanation	10min	Delete
SMED tech	Video+ poster	15min	Delete
Pump turbine	On live+ VR	20min	Delete
Laser	On live +Picture	15min	Delete

Appointment Time: August 26, 2021 Beijing time from 10:00 to 11:00

[Click to return to the previous page](#)

SUBMIT



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结果&影响

- 经济性提升
- 可持续性提升
- 项目收获





经济性提升



Isle Maligne 项目
远程参观

实际节省**5W**元

一年可节省
(3次参观)

约**15w**元

减少碳排放
365,000kg



*数据来源于GE水电天津工厂



可持续性提升

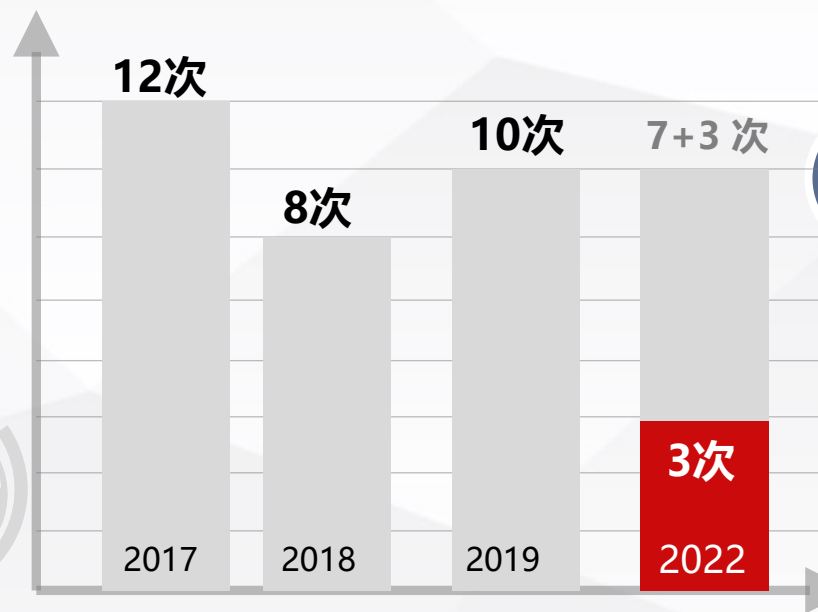
工厂见证工作

- ✓ 节省**30%**
- ✓ 全年节省**10**/30次.

"GREEN" VISIT

工厂数字化转型

可持续发展



推广至GE其他工厂

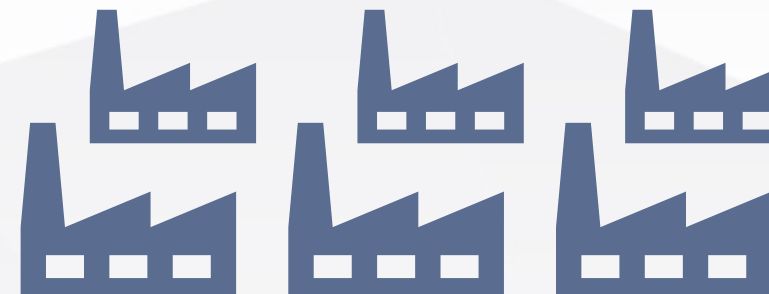
- ✓ 可再生能源业务**10**家工厂可推广



传统线下见证
减少至7次



未来线上见证
节省**30%**





项目收获



精益方式思考解决问题



理解标准化，实践可视化



执行力&创新力



团队合作



PDCA循环

问题——原因——行动——结果



精益方法

结合具体场景——具体问题的应用



计划&行动

时间计划表——整体框架——实施中动态调整



线上项目

合理分工——优势互补





我们的团队



Ryan Xu

精益经理



Henry Liu

项目经理



唐志鹏



王布施



何厚石

2位导师

5周时间

6人合作

4轮PDCA

4次进度汇报

50个事项清单

6次参访工厂

15次线上会议

1000+ min讨论

侯 畅

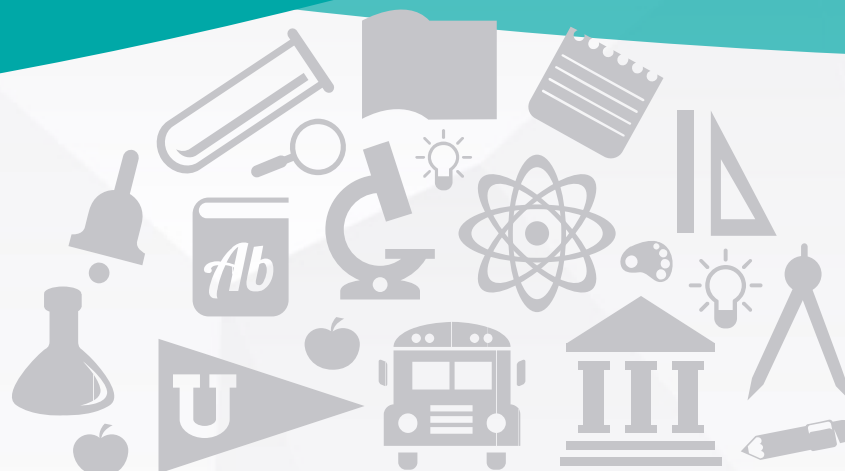


宋思滢



蔡梓盈





Thanks

“ Green ” visit —By GREAT VISIX

