

PIM Operations Improvement Training Series

PIM has partnered with StrateX, a nationwide service provider for over the last 35 years, to work with our members to improve their delivery performance, cash flow, flexibility, and confidence.

GENERAL TRAINING SESSION TOPICS

1. Reliability and Speed

Four key reliability factors
Synchronization and how to get it

2. Lean – traditional

7 Wastes, 5S, Value Stream maps, general improvement process

3. Constraint Management

Bottleneck, constraint, drum, control point,
Types: Physical, Policy, Paradigm, what is visible isn't the cause
Causes: Internal, Market, Supplier

4. Drum-Buffer-Rope

Drum selection, protective capacity, schedule to keep buffer full, cadence

5. Control Point Selection Process or Criteria

How to establish a control point for setting a cadence in production

6. Relationship of Lean and Constraint Management

Differences and similarities
Approach differences

7. Bad Metrics

Most traditional metrics are not very good
Industry paradigms present opportunities

8. Good Metrics

Balancing Metrics
Metrics presentation
Metrics training

9. Decision Making

SQTIOE, Move/Wait
How to implement

10. Extreme Lean

Focused on quick results that generate cash flow
Move, Wait, Overproduction, Constraint management, the right metrics

11. Relevant and Fast Value Stream Mapping

Key steps, constraints, work vs wait time, move estimates, MCE ratio

12. Project Management (Constraint Management – Critical Chain methods)

TACO, Buffers (constraint and project), MCE ratio
Skills Based Constraints

13. Times Types

Takt, cycle, protective capacity, key time-based metrics

14. ARCI and Skills Matrices

Short and full AR and ARCI
Short and full Skills Matrix

15. Paradigms

Metrics, Financial Statements (ignoring statement of cash flows), industry norms

16. Supply Chain and Value Chain

Visibility of Demand

Two flows – information and product

Business partners or enemies,

Who really competes, who wins and loses

17. Selecting the right suppliers for your business

Supplier ranking

Demographic type criteria

Performance based criteria

Ranking presentation and summary

18. Linking Operational Improvements to Value Proposition

What is Strategy? Model

Set a prioritization for the improvements

19. Cash or Profit – Throughput or Gross Margin?

Triangle – T per each, qty that can be made, qty that can be sold

Which one is real but seldom focus on?

What are the differences

Good sales months don't equate to high profit and vice versa

20. Applying Concepts to Product Distribution

Product move/wait, work cells, constraints

How is distribution different from retail?

Product positioning

Supply chain presentation to point of use

21. Setting up work cells

TAKT and cycle times

Constraints

Parts presentation

Excess movement

Shift changes

22. Plant Layouts Simplified

Tools to use

Main flows

WIP considerations, use of cells, supplier impact on layout

23. Equipment Selection

Strategy in selection

Impact on spare parts, training, etc.

Type of equipment characteristics to consider

Payback/ROI models vs SQTIOE model

Avoiding creation of bottlenecks

Impact on cost of products

24. Basic Inventory Management

Using the 80-20 rule, speed and reliability, forecasting, variability in demand, min/max and replenishment cycle times, inventory budgets & Open-to-Buy model, EOQ model