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## Lean Projectmanagement Fokker Aerospace

*Dassault team*

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## The problems

- 25% Late delivery's of drawings, rappers and calculations
- Fines
- Failure demand
- 100% rework
- Low morale, no team
- 75 drawings WIP
- The only answer was extra capacity, so no profit

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## People 99% busy, but the "work" is 99% idle

Working harder and faster was not the answer, Lean was!

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## 100% Delivery performance

• Results

- 0 Fines and 0 failure demand
- 5% rework
- 15 drawings WIP
- High Moral

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## Pull Planning

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## 1. Collaborative planning

- Creating a JIT delivery system
  - Starting by talking to your customer
  - The customer (Dassault) was also viewed as supplier
  - Planning the work and writing interface forms
  - Leveling the workload
  - Register problems and idea's
- Introducing Flow and FTQ to make it possible
  - Sitting together and make de drawing flow (as in a crisis)
  - A clear scope definition at the start so overprocessing and rework is eliminated.

A different way of working was necessary!

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## 2. Becoming a empowered team

- Introducing a weekly team goal!
- The weekly workmeeting (45 min)
  - Where the team target for the next week is set
  - Where interfaces are clarified
  - Where PPC is calculated and improvements are discussed.
- Workmeetings every day (10 min)
  - Helping each other to realise this weeks teamtarget



## 3. Effective changes along the way

- Con-wip kanban system with a max of 15 drawings makes sure that value is constant flowing
- A teammember works on 1 drawing. Single piece flow
- Reduction of change-over-time
- Start later with better and more complete input
- Eliminating authorisations so value keeps flowing
- Instal and manage a improvement proces
- Visual management