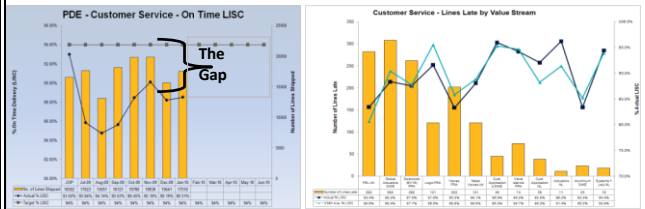


Approval:

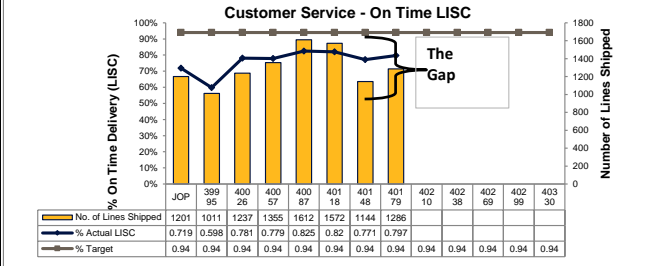
			Dw	MG	MG
V.P.	G.M.	GLM	DLM	Mgr.	Orig.

**I. Theme**  
Value Stream Improvement of Customer Service (LISC)

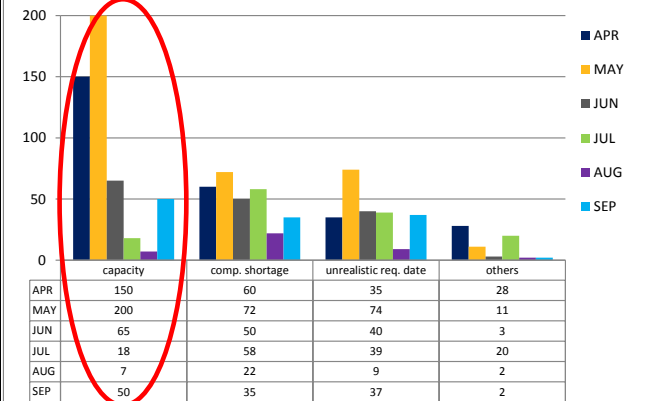
**II. Background**  
January  
XXX Target Lisc = 94%  
XXX Actual Lisc = 88.5% (1505 Late Lines)PDE Gap = 5.5 % Pts



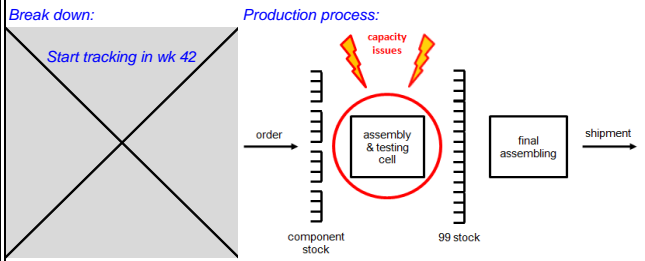
Breakdown - VS XXX - XN:  
XXXXXX Lisc = 79.68 % (328 Late Lines out of 1286) Gap = 14.32 % Pts



**III. Current Condition**



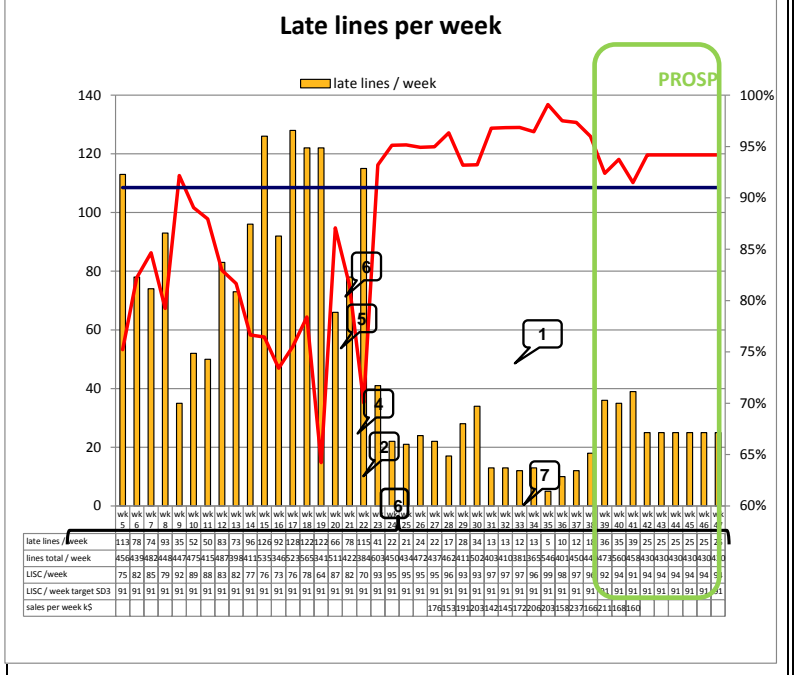
Reasons for lines that move into past due are tracked on a daily base. Some of these are ordered with leadtimes lower than 3 days - this means that shipments within 5 working days are considered as ON TIME.



**IV. Cause Analysis**

Environment	Materials	Methodes	Machine
costs	material missing	100% testing	
lack of training	faulty material	no value-added work	
auxiliary process time	material in the wrong place	huge number of lines	
one shift only	no hourly measurement of work	production process / productivity	majority of late lines due to capacity issues
absenteeism (sick, holiday)	no standardwork	limited capacity per day	
temps: lower productivity	no day-by-the hour tracking	software bug	
Manpower	Measurement	machine breakdown	

**V. Target Condition**



**VI. Countermeasure**

#	What?	Who?	When?	Complete?	Successful?	Comments
1	Operators have to stay at cell all of the time	MB	Started: wk23 - in progress	Y	Y	Improvement is visible but process not yet finished *)
2	Install linefeeder	MB/KW	Started: wk24 - in progress	Y	Y	Improvement is visible but process not yet finished *)
3	Ship products via EDCN	WZ/KW/MG	Started	N	Y	Process still ongoing but we already have more than 300 products in EDCN
4	Extra shift on Saturday and Sunday to reduce past	all	wk23	Y	Y	Past due was reduced by USD 77k
5	Quality dept. has to care about rejects	TS/EB	Started: wk22 - in progress	Y	Y	Improvement is visible but process not yet finished *)
6	Implement 'day-by-the hour' board	MB/FH	Started: wk22 - in progress	Y	Y	Improvement is visible but process not yet finished *)
7	Weekly problem solving	MG/MB/KW/FH	Started: wk34 - in progress	N	N	

\*) not installed permanently but when we are in trouble

**VII. Cost/Benefit Analysis**

--

**VIII. Implementation Plan**

What?	Who?	When?
Operators have to stay at cell all of the time - roll out for the whole production area	MB/KW	Start in wk35
Increase number of products in EDCN	WZ/MG	Ongoing
Run extra shift on weekend	all	done in wk 23, and will be repeated whenever it is necessary

**IX. Follow-Up**

Plan	Actual Results
Who?	Cpk:
When?	Ppk:
% GR&R Total Variation:	