Lean Aerospace Initiative
Plenary Workshop

Transition to Lean Module

October 15, 1998

Presented By:
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MIT

Research Sponsored Jointly By LAI & Lean Forum
The head of a business unit is faced with the following scenario:

- **Business Environment**
  - Projected backlog radically decreasing
  - New RFP’s require significantly less time and lower price
  - Overheads high
  - Pressure from “grass root” lean change in Factory Operations to remove enterprise barriers

- **Imperative to:**
  - Win business
  - Keep people & stockholders happy

Adopting “Lean” appears to be a potential solution - How do I transition my organization to “Lean”?
Transition to Lean Module Objectives

- Develop a prototype module that focuses on implementation of lean at the:
  - Enterprise level
  - One lower level (e.g., factory operations)

- Draws upon the LEM as a reference database

To provide companies with “Roadmaps” of suggested key lean milestone events
Transition to Lean Module
Features

- Roadmaps:
  - Precedence networks that indicate the order or sequence for implementing lean practices
  - Descriptions which illustrate the concepts, issues, and best practices for each step

- Validated by successful lean implementations
Transition to Lean Module Framework

Enterprise Transition to Lean Roadmap

Supplier Networks Roadmap

Factory Operations Roadmap

Product Development Roadmap

*1st Draft Complete

Descriptions

*1st Draft Complete

Precedence Diagram
Use of Transition to Lean Module

Company tailors to specific needs, conditions, and cultures

Company “A”

Transition to Lean Plan

Roadmaps:

- Enterprise
- Factory Operations
- Product Development
- Supplier Networks
- Product Support
- Acquisition

LEM Reference Module

Research-based data for each model type and individual implementation step
Transition to Lean Module

"Strategy"

Enterprise Roadmap

- Priorities
- Sequence
- Key Enablers
- "How-To’s"
- Change Mgt. Principles

Lean Change
Transition to Lean Module
Future Activities

- Complete development of Enterprise and Factory Operations level precedent diagrams
- Provide descriptions for each element in each diagram
- Validate diagrams and descriptions
  - Successful “lean” implementations
  - External “Red Team”
- Link to LEM
- Deliver TTL Concept Demonstration Module in Sept. 1999
### Transition to Lean Module

**“Key Milestones”**

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△ = scheduled milestone   ▲ = completed milestone