

Step 6: Lean Guidelines

Demand

- What is the demand? In other words, what is the takt time?
- Are you overproducing, underproducing, or meeting demand?
- Can you meet takt time (or pitch) with current production capabilities?
- Do you need buffer stock? Where? How much?
- Do you need safety stock? Where? How much?
- Will you ship finished goods right after the final operation or use a finished-goods supermarket?
- What improvement tools will you use to improve your ability to fulfill customer demand?

Flow

- Where can you apply continuous flow?
- What level of flow do you need?
 - a. “Move on, make one” (one-piece flow)?
 - b. Small lots?
 - c. Cell design? What type?
- How will you control upstream production?
 - a. In-process supermarket?
 - b. Kanban?
 - c. FIFO?
- What other improvement methods will help to achieve continuous flow?
 - a. Quick changeovers?
 - b. Autonomous maintenance?

Leveling

- What types of kanban cards will you use?
- How will kanban cards be distributed?
- Where in the process will you schedule production requirements?
- Will you use a heijunka box?
- What will the runner's route be?