SIG- Operational excellence

Supply planning stability versus agility: a trade off to be made?

Prepared by: L. Terzi (Catalent), F. Henry (UCB), D. Fabris (GSK)
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**Planning Stability vs. Agility: a trade off to be made?**

**Explore potential solutions in sub-group and share experiences with all.**

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<th><strong>Input</strong></th>
<th><strong>Purpose</strong></th>
<th><strong>Output</strong></th>
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<td>Poster from UCB-Catalent-GSK</td>
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<td>Cross-fertilized Solutions</td>
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**Input:**
- Poster from UCB-Catalent-GSK

**Process:**
- 13h35 – 14:10 Poster session (UCB-Catalent-GSK)
- 14h10 - 15h00 Workshop solution generation
- 15:00 – 15:30 Plenary session + New topic for next SIG

**discussions:**
- How do you resolve one of the questions?
  1. How to keep control of indirect constraints
  2. How can we link lead time reduction with inventory reduction?
  3. How to increase agility while controlling costs (eg: segmentation)?

**Set up:**
- 3 teams
- 1 reporter per team
- Groupe 1 Facilitator: Denis + Christophe
- Group 2 Facilitator: Frederic + Laetitia
- Group 3, facilitator: Ludovic + Etienne
Groups organisation

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1. How can we link lead time reduction with inventory reduction?

**Process**
- Alignment Push / Pull flow system with the supply customer Takt Time
- E2E Synchronisation
- Safety Stock positioning (Where ?)
- Focus on variability; reduce variability to increase stability

**People**
- Supply Chain coordinator
- Flow Thinking
- End to End thinking
- Common vision

**Tools / Data**
- Visibility on the bottleneck
- Master data vs shopfloor reality
- Difference between Targets vs Planning Parameters
2. How to keep control of indirect constraints?

**CONSTRAINTS:**
- QC testing results availability
- Freezer Capacity
- Product availability
- Capacity availability
- People / skills availability
- Mix of Customers
- Information availability

**1. VALUE STREAM MAPPING:**
- Mapping by Launch
  - Reduce hurdles
  - Opportunities to improve
  - Feedback to customer
- Mapping after Launch
  - 6 months after
  - Evaluate the current state
- Mapping on yearly basis
  - Seek for improvement
2. How to keep control of indirect constraints?

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2. COMMUNICATION BETWEEN CUSTOMER & SUPPLIER

- Real time communication
- Contract terms (Customer ↔ CMO)
- Weekly touch point

3. IDENTIFY & CONSIDERE PRODUCT DIFFERENCES

- Different Customer needs
- Different Product family
- Runner Repeater, Stranger
2. How to keep control of indirect constraints?

CONSTRAINTS:

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4. EQUIPMENT

- Modular equipment
- Instrumentation
- Standardisation

5. ENGAGING SHOPFLOOR TO DISCOVER CONSTRAINTS

6. CHALLENGE CUSTOMER TO APPLY STANDARDS
3. How to increase agility while controlling costs?

- Production variability
  - Customer demand
  - Production Issues

- Buffers
  - Inventory
  - Capacity
  - Time

- OpEx
  - Changeover reduction
  - Productivity increase
  - Lead time reduction
3. How to increase agility while controlling costs?

**Paint points**
- Planning frozen
  - Period: 1 week
- Schedule adherence
  - 75% to 85%
- Release rate
  - 30% to 95%

**Extra Cost**
- Overtime
- Packaging Material additional orders
- People stress
- Indirect cost

**Why agility is needed?**
- Packaging line availability
- Bulk availability
- Forecast accuracy

**Tips & Tools for Agility**
- White Stock
- Safety stock
- Express Lane
- Operator polyvalence
  - MFG ⇔ PAC
- Autonomy and skills increased
- Changeover reduction
- Planning, Scheduling different steps
- Production Pattern
  - Heijunka box