

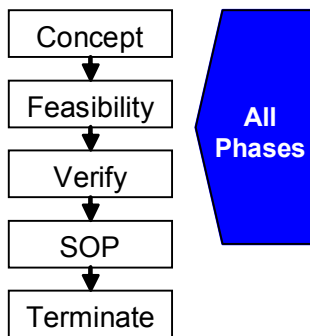
Background

- The original schedule is difficult to keep
- Trying to achieve the shortest lead-time makes it difficult manage all teams and organizations

Objective

To achieve the shortest development lead-time, a standardized schedule enables 'PULL' working process. Also to develop simultaneously with all related organizations, the schedule templates are essential.

Phase



Who

Phase	Project Leader	Design	---	Production	Coordinator
All	Y	Y	---	Y	Project Leader

Procedure

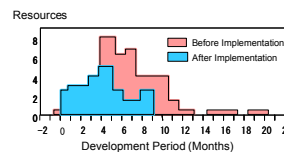
1. Based on the standard format, the project leader completes the summary of schedule and then explains it at the kick-off meeting
2. All team member musts fill-in their own schedule under the summary schedule
3. Set up Oobeya to implement simultaneous engineering
4. With Design Reviews at each phase, the project leader monitors the progress of all related organizations and members

Output

- Function and scenario chart
- Long-term schedule
 - Summary
 - Each team
 - Detail activity
- An example of a project that achieved 13 month lead time

Result

Project Results: Lead-time reduction with fewer resources



- Front Loading
- Significantly reduced resource use
- Elimination of re-work, and its follow-on effects

Comments

- Planning is "PULL" instead of "PUSH"
- All members must develop "Milestone-oriented Culture"
- In order to achieve best project effectiveness and efficiency, create the shortest possible lead-time plan and focus on saving capital expenditures, rather than trying to make an accurate estimate of total workload.