

Create Lean Implementation Plan

4.1A Identify Enterprise/IPT Lean Strategies and Initiatives that interact with the supply chain

4.1 Define supplier network

4.2 Baseline supplier capabilities & assess lean competency of suppliers

4.3 Select and qualify suppliers (incl. supplier certification)

4.4 Identify needs (supplier development; internal & external education)

4.5 Identify and prioritize supplier development initiatives

4.6 Create lean implementation plan with suppliers

4.6.1 Procurement plan

4.6.2 Long-term relationships; strategic alliances

4.6.3 Contract design (Incentives strategies, gain sharing)

4.6.4 Target costing

4.6.5 Information-sharing, cost-sharing, risk-sharing

4.7 Assemble the lean implementation tool set for executing

This block of activities represents the beginning of translating the Organizations Lean Vision and Strategies developed earlier into reality. The previous block set the stage by developing the infrastructure, organization, defining incentives both internal to the Org and external with Suppliers, defining necessary technical and business processes and most critically allocated resources to implement the tasks ahead. Here you will assess the Lean competency of your suppliers to better understand their needs and ability to support your Lean Vision and Strategies. Through the earlier analysis performed in the Strategic Planning block, and in conjunction with IPT Lean Strategies, Suppliers are selected for integration into your Lean plans. Needs of both the Suppliers and the organization are identified with regard to development and education and prioritized. Here specific plans and initiatives are developed with your suppliers, information is shared regarding cost, risks, and potential gains, relationships and alliances are defined and procurement plans developed. The Lean Tool Set is developed and assembled to meet the needs of the next block of actual Implementation of Lean initiatives.

This Block starts the beginning of the “Short Term Cycle” which is best represented as “Annual Operating Plans” by most Aerospace companies and

in fact should be well integrated with AOP serving as the cornerstone of its foundation. There are strong tactical relationships between the activities in this block and those in the Enterprise Level (TTL) Create and Refine Implementation Program and Implement Lean Initiatives.

Implement Lean Initiatives

5.1 Refine & operationalize performance targets and metrics

5.2 Commit resources to lean initiatives

5.3 Map the "current state" supplier value stream

5.4 Map the "future state" supplier value stream

5.5 Implement lean transition initiatives

**5.5.1 Adopt & pursue implementation model(s)
[radical; incremental; pilot projects, as required
(pilot-evaluate-scale-up)]**

5.5.2 Implement procurement plan

**5.5.3 Implement lean contractual relationships (e.g.,
long-term relationships & strategic alliances; mutual
gainsharing arrangements)**

5.5.4 Mutual performance improvement events/initiatives

5.6 Conduct internal and external training

This section of the Supplier Network Roadmap is where the Vision Strategies, Plans and Tools get executed. All sections up to this point have been concerned with definition, strategy development, infrastructure development and preparation for implementation. This section is where “the rubber meets the road” and we “Do” what has been envisioned, strategized and planned. All of the previous stages have set the stage for metric data collection and refinement, value stream mapping, training and procurement initiatives. Plans should be prioritized and time phased with resources available to support the initiatives and/or the suppliers. Resources are key to fulfilling the plans and pave the way for continuous improvement actions.