Business case

Improving the Service Rate and Accelerating the Customer Lead-Time of a Wheelchair Manufacturer

PRACTICE

Supply Chain

SECTOR

Capital Goods

MISSION DURATION

6 Months

KEPLER

Presentation

Our client, an outfitted wheelchairs manufacturer, wants to improve its service rate and accelerate its customer lead-time.

KEPLER supports its client in analyzing the non-performance causes and implementing a corrective action plan aimed to improve its service rate.

Context

- Serving the distribution points in 3 days after the customer order: outfitted chair constitution with more than 60 options
- Seven industrial sites around the world and 3 product ranges
- 80% of parts procurement carried out through distant sourcing (India)
- A big diversity to manage in production with 160 suppliers and 7000 active components
- Supply on the forecast with many shortages and overstocks

Objective(s)

Improving Responsiveness and Securing Availability

- Securing supply flows and limiting disruptions

Our Approach

Sector: Capital Goods
Mission: 6 months

Methodology

1 **Analysis of production schedules and stocks**

2 **Identification of** deviations from the target **root causes**

3 **Organization of workshops** to define the target process and associated tools

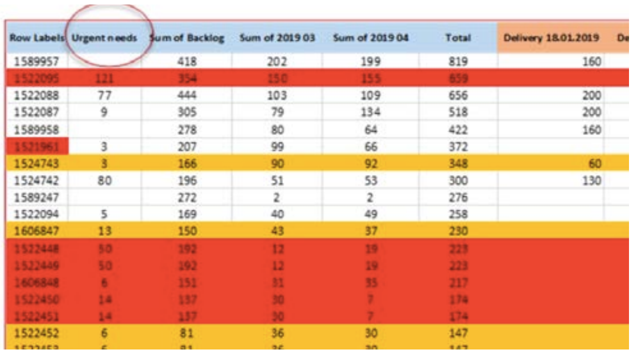
4 **Data cleansing and lifting of prerequisites** (suppliers, warehouse,...)

5 **Production monitoring** and animation plans

Levers and Tools

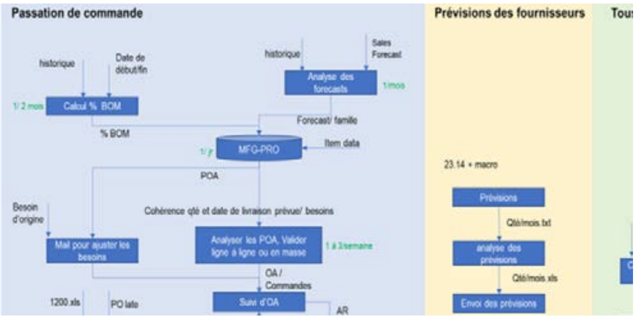
- **Revision of management rules**
- **Supplier forecasts**
- **AIC supplies / prescription**

Pipe and Backing Analysis

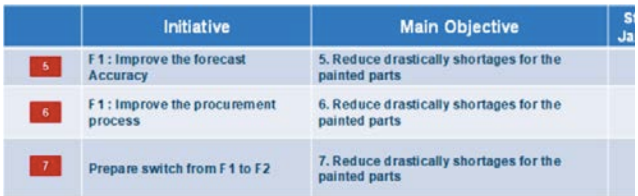


Row Labels	Urgent needs	Sum of Backlog	Sum of 2019 03	Sum of 2019 04	Total	Delivery 18.01.2019	De
1589957		418	202	199	819	160	
1522095	121	354	150	155	659		
1522088	77	444	103	109	656	200	
1522087	9	305	79	134	518	200	
1589958		278	80	64	422	160	
1521961	3	207	99	66	372		
1524743	3	166	90	92	348	60	
1524742	80	196	51	53	300	130	
1589247		272	2	2	276		
1522094	5	169	40	49	258		
1606847	13	150	43	37	230		
1522448	50	192	12	19	223		
1522449	50	192	12	19	223		
1606848	6	151	31	35	217		
1522450	14	137	30	7	174		
1522451	14	137	30	7	174		
1522452	6	81	36	30	147		

Differentiated inventory management process



Supplier animation plan



	Initiative	Main Objective	S Ja
5	F 1 : Improve the forecast Accuracy	5. Reduce drastically shortages for the painted parts	
6	F 1 : Improve the procurement process	6. Reduce drastically shortages for the painted parts	
7	Prepare switch from F 1 to F2	7. Reduce drastically shortages for the painted parts	

Results

Dashboard

- 29% backlog

- 45% component breaks

- 4% inventory value (components and work in progress)

> *The KEPLER intervention was focused on-field support for the organization. The animation work allowed the teams to identify and align with the natural causes of non-performance and the mobilization of the businesses -procurement, supply, trade, logistics- on dedicated action plans.*

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