1. INTRODUCTION

**Orense (SPAIN)**
- COASA - 2001
- Technologies: **Hand Lay Up**
- Main Equipments: 3 Autoclaves, 2 C-Scan US Inspection Machines
- Employees: 377
- Max. Capacity: 450,000 man hours
- Industrial Area: 13,000 sqm

**Illescas - Toledo (SPAIN)**
- ACI - 2010
- Technologies: **Hand Lay-Up**, **ATL**
- Main Equipments: 3 Automatic Tape Lay-up (up to 6), 2 Autoclave 5x14 (up to 3), 1 Hotforming (up to 3), 1 Automatic Inspection Gantry (Up to 4)
- Employees: 225
- Max. Capacity: 440,000 man hours
- Industrial Area: 36,000 sqm

**Vitoria – Alava (SPAIN)**
- FIBERTECNIC - 1986
- Technologies: **Hand Lay Up**
- Main Equipments: 2 Autoclaves, 2 C-Scan US Inspection, 1 CNC Drilling & Trimming
- Employees: 218
- Max. Capacity: 300,000 man hours
- Industrial Area: 7,810 sqm

**Toledo (SPAIN)**
- ICSA - 1991
- Technologies: **Hand lay up**, **FW, RTM**
- Main Equipments: 3 Autoclaves, 2 C-Scan US Inspection, 1 CNC Drilling & Trimming
- Employees: 297
- Max. Capacity: 350,000 man hours
- Industrial Area: 20,000 sqm
1. INTRODUCTION

- Location

<table>
<thead>
<tr>
<th>TOTAL SURFACE</th>
<th>BUILDING SURFACE</th>
<th>EMPLOYMENT 2015</th>
<th>REVENUES 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,000m²</td>
<td>13,000m²</td>
<td>351</td>
<td>42,6 M€</td>
</tr>
</tbody>
</table>

Tecnopole, A
San Cibrao das Viñas, 32901
Ourense, Spain
1. INTRODUCTION

- Workforce

---

**GENDER DISTRIBUTION**

- 65% MEN
- 35% WOMEN

---

**BLUE COLLAR EXPERIENCE**

- Experience Avg: 9.9 years
- <= 5 años: 15.7%
- 6-10 años: 34.3%
- 11-15 años: 50.0%
- 16-20 años: 0.0%

---

**WHITE COLLAR EXPERIENCE**

- Experience Avg: 9.3 years
- <= 5 años: 23.1%
- 6-10 años: 33.8%
- 11-15 años: 43.1%
- 16-20 años: 0.0%

---

**AGE DISTRIBUTION**

- AGE Avg: 39 years
- <= 25: 0.0%
- 26-35: 10.0%
- 36-45: 50.0%
- 46-55: 30.0%
- 56-59: 10.0%
- >= 60: 0.0%

---

Copyright © 2017 Demand Driven Institute
1. INTRODUCTION

- Main figures – Background

![Graph showing sales and workforce over years for EMBRAER, AIRBUS OPERATIONS, and AIRBUS HELICOPTERS](image-url)
# 2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>AIRBUS</th>
<th>2015</th>
<th>36</th>
</tr>
</thead>
<tbody>
<tr>
<td>A350</td>
<td>2016</td>
<td>79</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>92</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRODUCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client: AERnnova Design and Built:</td>
</tr>
<tr>
<td>HTP : TRAILING EDGE PANELS, FAIRING COVERS, RIBS, CORNER FITTINGS.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIRBUS A 350</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client: Airbus Harbin Built To Print:</td>
</tr>
<tr>
<td>ELEVATOR: CARBON MONOLITHIC PARTS RIBS, PANELS, FAIRINGS.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIRBUS A 350</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client: Airbus Nantes Built To Print:</td>
</tr>
<tr>
<td>AIR INLET AFT BULKHEAD CFRP PANELS FOR V800/900.</td>
</tr>
</tbody>
</table>
## 2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>AIRBUS</th>
<th>2015</th>
<th>507</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>552</td>
</tr>
<tr>
<td>A320</td>
<td>2017</td>
<td>600</td>
</tr>
</tbody>
</table>

**PRODUCT**

- **Client:** Alesis  
  **Built to Print:**  
  HORIZONTAL STABILIZER – SPARS  
  50% OF THE FULL RATE

- **Client:** Fibertecnic  
  **Built to Print:**  
  MAIN LANDING GEAR DOOR  
  25% OF THE FULL RATE  
  75% MADE IN FBT/AERNNOVA
# 2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>Client: Airbus Operations Design and Maintenance:</th>
<th>Client: Aciturri Built to Print:</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLGD : MAIN LANDING GEAR DOORS/ CENTER LANDING GEAR FIXED PANELS</td>
<td>HORIZONTAL STABILIZER LEADING EDGE PANELS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AIRBUS</th>
<th>2015</th>
<th>91</th>
</tr>
</thead>
<tbody>
<tr>
<td>A330/340</td>
<td>2016</td>
<td>64</td>
</tr>
<tr>
<td>2017</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

![AIRBUS A330/340](image)
2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>AIRBUS</th>
<th>2015</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>21</td>
</tr>
<tr>
<td>A380</td>
<td>2017</td>
<td>10</td>
</tr>
</tbody>
</table>

**PRODUCT**

- Client: Airbus Nantes
- Built to Print:
- ALEIRONS SKINS

AIRBUS A 380

Copyright © 2017 Demand Driven Institute
## 2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>AIRBUS HELICOPTERS</th>
<th>2015</th>
<th>27</th>
<th>PRODUCT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>EC 135</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Client: Airbus Helicopters**  
**Built to Print:**  
TAIL CONE SKINS  
Sandwich structure on CF+Tape with Honeycomb
## 2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>EMBRAER</th>
<th>2015</th>
<th>102</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERJ 170/190</td>
<td>2016</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>85</td>
</tr>
</tbody>
</table>

**Client: Aernnova Design and Built:**

- RUDDER, ELEVATOR, LEADING EDGE
- Carbon&Glass monolithic and sandwich parts. Also assembled aerostructures

<table>
<thead>
<tr>
<th>EMBRAER</th>
<th>2015</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>ERJ 145</td>
<td>2016</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>4</td>
</tr>
</tbody>
</table>

**Client: Aernnova Design and Built:**

- OUTER FLAPS, AILERONS, FAIRINGS
- Carbon&Glass monolithic and sandwich parts. Also assembled aerostructures
## 2. MAIN CUSTOMERS & PROGRAMMES

<table>
<thead>
<tr>
<th>EMBRAER</th>
<th>2015</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2</td>
</tr>
</tbody>
</table>

**Client: Aernnova**  
Design and Built:  
ALEIRON, RUDDER, FLAPS. Carbon & Glass Monolithic with painting.

**Client: Embraer (Evora)**  
Built to Print:  
HORIZONTAL & VERTICAL STABILIZER PARTS  
( EVORA PLANT, PORTUGAL)
3. AERONAUTICAL SECTOR
3. AERONAUTICAL SECTOR

Key drivers for air traffic growth:
- Economic growth
- Increasing urbanisation
- Expanding middle class
- Rise in migration, tourism and international students

AIR TRAVEL HAS PROVED TO BE RESILIENT TO EXTERNAL SHOCKS
Source: ICAO, Airbus

World annual traffic (RPKs - trillions)
3. AERONAUTICAL SECTOR

(*) Forecast

*Source: CCeV y AVK.*
4. DDMRP

¿Why DDMRP?

✓ High inventory level
✓ Raw material with long LT

• Necessities

✓ Reduce inventory
✓ Detect PO that need to be expedited
4. DDMRP

- Changing to DDMRP
  - Strategic Inventory Position
    - Output of processes that produce common elements
    - End of the chain (Guaranteed availability)
    - Materials with long lead time
    - Materials with high variability in procurement
    - Materials common to different processes
5. RESULTS

% RM/Invoicing

<table>
<thead>
<tr>
<th>Year</th>
<th>MRP</th>
<th>DDMRP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>9.40%</td>
<td>5.96%</td>
</tr>
<tr>
<td>2006</td>
<td>12.13%</td>
<td>4.94%</td>
</tr>
<tr>
<td>2009</td>
<td>12.73%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>9.65%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>7.73%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>6.60%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>7.18%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>7.22%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>5.96%</td>
<td></td>
</tr>
<tr>
<td>2017*</td>
<td>4.94%</td>
<td></td>
</tr>
</tbody>
</table>
5. RESULTS
5. RESULTS

SPECIAL TRANSPORT COSTS €

![Graph showing special transport costs from 2013 to 2016. Costs decrease from 30,835.41 in 2013 to 7,020 in 2016.](image-url)
1. INTRODUCTION

- IFAM SEGURIDAD is the parent company of the IFAM Group
- Founded in 1948
- Leader in Spanish locksmith market
- Started business as a padlock manufacturer
- Production plan of 5000 m2
- Present in more than 50 countries
1. INTRODUCTION

Location

IFAM SEGURIDAD is located in Mondragon. Mondragon belongs to Guipúzcoa (Basque Country), Spain.
2. PRODUCTION PROCESS

- Merchandise distribution
- Modifying merchandise (adding parts or removing parts)

Supplier → Customer

Customer
3. PRODUCTS

- Cylinder locks
- Locks
- Rim locks
- Padlocks
- Hasps
- Safety Series
3. PRODUCTS

- Motorcycle locks
- Bicycle locks
- Digital door viewer
- Key Cabinet
- Stand
4. DDMRP

- ¿Why DDMRP?
  - High inventory level
  - Raw material with long LT (>76 days)
  - Complex planning with excel
  - Big MoQ

- Necessities
  - Implement a planning methodology
  - Reduce inventory
  - Detect PO that need to be expedited
4. DDMRP

¿Changing to DDMRP

- **Strategic Inventory Position**
  - Due long lead times of supplier and short lead time to market most of the parts were placed with buffers or MM.

- **Buffer profiles and level determination**
  - Grouping parts in families where supplier allows to order in the same MoQ
  - Inside each group:
    - Buffer: Parts with more rotation, green zone is MoQ of the family or similar.
    - MM: Green zone is equal to consumption in 1, 2 or 3 months.
  - NB
4. DDMRP

- **Buffer profiles and level determination**
4. DDMRP

- **Dynamic buffer**

  ✓ *Quarterly review to vary green zones.*

- **Demand-Driven Planning**

  ✓ *Daily information updated vs bi-weekly information*

  ✓ *Planning using filter “Agrupaciones (Groupings)”*
4. DDMRP

- **Execution**
  
  ✓ Which PO need to be follow
  
  ✓ Have knowledge if the order is on the boat or in the factory. With this information we are able to send by plane if is necessary.
5. RESULTS

- Reduce inventory

✓ 25.6% from 1.552.690 € (31/07/16) to 1.154.275€ (04/01/17).
5. RESULTS

- Daily information updated vs bi-weekly information
- Expedites nearly eliminated
- Facilitate planning for new workers
- Reduce planning time

✓ Due long lead times of supplier and short lead time to market most of the parts were placed with buffers or MM.
5. RESULTS

- Buffer trend IFAM (1 year)
DEMAND DRIVEN CASE STUDY
INDAUX

July 2017
Presented at the Demand Driven World Conference
Lyon
1. INTRODUCTION

- Indaux has been inventing, developing, manufacturing and commercializing hardware systems for furniture since 1962
  - 300 people working
- INDAUX leads the furniture fitting sector in Spain
  - 4 Production facilities over 70000 m²
  - Present in more than 70 countries
  - 2000 customers around the world
  - +30000 parts
1. INTRODUCTION

Location

Main factory of Indaux is located in Getaria. Getaria belongs to Guipúzcoa (Basque Country), Spain.
2. PRODUCTION PROCESS

✓ Merchandise distribution

✓ Several production process

✓ Technologies used in their factories

• Steel die & stamp: applied in steel drawers & hinges
• Steel extrusion & rolling: applied in runners
• Plastic Injection: applied in many elements and components
• Metal die-casting: applied in many elements and components
• Galvanic bath
• Powder Painting: applied in steel drawers
• Automated assembly machines
3. MARKET

Market

- 81% International
- 19% National

Indaux in the world
4. PRODUCTS

Metal drawers
4. PRODUCTS

Runners for wooden drawers
4. PRODUCTS

Hinges and Lifting Systems
5. DDMRP

- Why DDMRP?
  - Situation description
    - High inventory level
    - Low Service Level in some areas
    - Each planner planned differently
  - Necessities
    - Implement a planning methodology in all factories
    - Reduce inventory
    - Improve Service Level
    - Reduce expedites
5. DDMRP

- Changing to DDMRP
  - **Strategic Inventory Position**
    - Positioning the most important levels with buffers or MM
    - Parts with high commonality
    - Strategic Parts

![Image of inventory positions and buffer levels]
5. DDMRP

- **Buffer profiles and level determination**
  - Grouping parts in planners.
  - Different Buffer Profiles for planners group for example:
    - ITB: 6 planners → 18 profiles
  - Inside each group:
    - Buffer:
      - Production parts has the red zone in days and the green zone in days or manufacturing batches.
      - Buy parts we build red zone and green zone with %LT.
  - NB
5. DDMRP

✓ MM

✓ “Dynamics”: We used buffer profile file. We only used Red Zones and Green Zones.

Example Buffer:

✓ ZB: Buffer of Zamak B (Red zone 1 month of ADU, Green zone 1 months of ADU)

✓ ZC: Buffer of Zamak C (Red zone 1 month of ADU, Green zone 2 months of ADU)

✓ Static: We used static buffers for:

✓ Buy Parts of China (Irregular consumption and Spike)

✓ Production parts we need to have Stock but they only need 3 or 4 times per year. They have demand every 4 months.
5. DDMRP

- **Dynamic buffer**

  ✓ “Dynamic” MM

  ✓ Using PAF for holidays in China
5. DDMRP

- **Demand-Driven Planning**
  - Daily information
  - Focus on the important parts
5. DDMRP

- **Execution**
  - Which PO need to be follow
  - Which WO need to be follow or expedite
  - Have knowledge if the order is on the boat or in the factory. With this information we are able to send by plane if is necessary.
6. RESULTS

- Service level
  - ↑ Sales 12,58 % → ↑ production (less resources). Similar service level
6. RESULTS

• Daily information updated vs weekly information

• Reduce expedites

• Facilitate planning for new members (3 new planners during the implantation)

• Reduce planning time
  • Improved planning quality (which part and what quantity)
6. RESULTS
DEMAND DRIVEN CASE STUDY
COPRECI

July 2017
Presented at the Demand Driven World Conference
Lyon
PRODUCTS – Washing & Drying

Products overview

Washing machine requirements

- **Drain Pump:**
  - Flow rate: 18l/min up to 40l/min
  - Pressure drop: 1 or 2m (2m U.S.)
  - Power supply: 220V/50Hz 120V/60Hz
  - Technologies: Synchronous/BLDC-AC

- **Recirculation Pump:**
  - Flow rate: 8l/min
  - Pressure drop: 1m
  - Power supply: 220V/50Hz 120V/60Hz
  - Technologies: Synchronous/BLDC-AC

Dishwasher requirements

- **Drain Pump:**
  - Flow rate: 14l/min
  - Pressure drop: 1m
  - Power supply: 220V/50Hz 120V/60Hz
  - Technologies: BLDC/Synchronous

- **Recirculation Pump:**
  - Flow rate: 40l/min
  - Pressure drop: 4m
  - Power supply: 220V/50Hz 120V/60Hz
  - Technologies: BLDC

Gas dryers

- **Gas valve - Skt series:**
  - Gas valves for domestic appliances such as gas dryers with hot surface ignition system. It combines an adjustable pressure regulator and two solenoid valves, the main and the redundant.

Technologies

- **Synchronous**
  - Traditional technology for pumping water in household appliances. A 2-phase motor working at constant speed, that includes a clutch in the impeller allowing to overcome the low starting torque.
  - **Advantages:**
    - Simple technology
    - Clutch built into impeller
    - Plug & Play (no electronic needed)
    - Low Noise

- **BLDC-AC**
  - Electronically controlled three phase drain pump, making it work at different speed profiles, reduce noise level, de-blocking function, in order to optimize household appliance’s performance.
  - **Advantages:**
    - High starting torque (no clutch)
    - Very low noise
    - Optimized heat dissipation
    - Different Vf power supplies
    - Improved hydraulic performances
    - Different operating points/torque/speed
    - De-blocking sequences
    - Compact Design
    - Sensored application
    - Intelligent behavior
    - Low energy consumption

- **KEBS (20mm stack)**
  - Hydraulic power 1-3W

- **EBE (25mm stack)**
  - Hydraulic power 1-5W

- **BEBS (40mm stack)**
  - Hydraulic power 2-8W

- **Drain pump + recirculation pump**

- **BLP3**
  - Hydraulic power 1-5W

- **Recirculation**
  - Hydraulic power 5-30W

Demand Driven World
transforming push and promote into position and pull
DISTRIBUCIÓN ACTUAL DE INVENTARIO

**Flujo Neto: % de Referencias por estado de Buffer**

- CRITICAL: 9%
- HIGH: 3%
- MEDIUM: 16%
- OK: 25%
- OTOG: 47%

**Stock físico: % de € sobre Inventario por estado de Buffer**

- CRITICAL: 9%
- HIGH: 1%
- MEDIUM: 29%
- OK: 16%
- OTOG: 46%

Total stock físico objetivo: 2,208,566 €
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Número de Referencias totales</td>
<td>8534</td>
</tr>
<tr>
<td>Referencias válidas</td>
<td>1141</td>
</tr>
<tr>
<td>Umbral Replenishment: € de coste por LT</td>
<td>0</td>
</tr>
<tr>
<td>Replenishe parts</td>
<td>1141</td>
</tr>
<tr>
<td>% Replenished parts</td>
<td>100%</td>
</tr>
<tr>
<td>MOQ Driven Green Zone</td>
<td>747</td>
</tr>
<tr>
<td>Lead Time Driven Green Zone</td>
<td>394</td>
</tr>
<tr>
<td>Valor del Inventario Actual Total</td>
<td>2,200,856.3 €</td>
</tr>
<tr>
<td>Valor del Inventario Refs. Replenishment - Actual</td>
<td>2,200,856.3 €</td>
</tr>
<tr>
<td>Inventario Objetivo</td>
<td>1,521,573.6 €</td>
</tr>
<tr>
<td>Reducción de Inventario</td>
<td>679,282.7 €</td>
</tr>
<tr>
<td>% Reducción de Inventario sobre Total</td>
<td>30.9%</td>
</tr>
<tr>
<td>% Reducción de Inventario sobre Replenishment</td>
<td>30.9%</td>
</tr>
</tbody>
</table>
PRODUCTS - Induction

TOTAL CUSTOMIZATION & FLEXIBILITY

ADAPTABILITY & FLEXIBILITY

Our induction hobs can be integrated easily in any final application: free-standing, combi & built-in.

FREE-STANDING  COMBI  BUILT-IN

A WIDE RANGE OF VARIATIONS:

SIZE AND NUMBER OF HEATERS

DIFFERENT LAYOUTS, WIDTHS, COMBINATIONS..

DIFFERENT TOUCH CONTROLS: SLIDER, DIRECT BOOSTER KEY..

HYBRID SOLUTIONS:
1 RADIANT + 1 INDUCTION,
2 RADIANT + 1 INDUCTION,
2 INDUCTION + 1 RADIANT,
2 RADIANT + 2 INDUCTION
PRODUCTS – Gas Systems

- Built-in hobs
- Free standing cookers
- Ovens
- Electronic systems for gas control
- Gas valves
- Safety gas valves
- Electronic systems for gas control
- Thermostats
- Gas rails and pipes
Washing & Drying – EBS line

24/9 - SE SACAN LOS HILOS (-61.000€)

572.000€

258.000€

EBS

B1

B2

B3

MM

Demand Driven World
transforming push and promote into position and pull
Washing & Drying – BLP3 line

- Focus on limiting schedule modifications by reducing the “bi-modal” stock distribution.
PHASE III – Inventory Trend

GLOBAL INVENTORY TREND - PHASE III (2.5 months)

1.266.000€

951.000€

-24.8%
DEMAND DRIVEN MRP

• “Presentación Implantación de Proyecto DDMRP”

1 de diciembre de 2016
Valladolid Servicio Premium para nuestros clientes

1. Quién es nuestro cliente y cómo le servimos
   - PLAY, nuestra mentalidad para dar un servicio premium
   - Proceso basado en el modelo Lean
   - Afrontamos el cambio
   - Nos estamos preparando para el desafío

2. Valladolid Piloto Grupo ISL
   - Alcanzar un ISL > 95% con el mejor equilibrio de Stock-MU y resultado económico de la fábrica

3. Valladolid Piloto Grupo DDMRP
   - 1ª fase GE. El cliente CE tiene un servicio 100% con el buen dimensionamiento de nuestro Stock Buffer MU

Stock Buffer de reaprovisionamiento

Resultado económico PEI

Costes
   - Reducir la variabilidad del programa GE de fabricación
THE DDMRP* APPROACH IN VALLADOLID: ONCE AGAIN ENABLING TEAMS ON THE GROUND TO MANAGE INDUSTRIAL INVENTORIES AND FLOWS AlIGNED WITH ACTUAL REQUIREMENTS.

The approach from the perspective of the plant: Mariano Arconada-Calvo, Director of the Valladolid site

Valladolid is a plant with an established industrial culture for managing flows and also uses tools such as KANBAN. Despite strong performance in terms of compliance with production commitments (overall and size-based) and useful and non-useful production, our level of service is not sufficient, especially for replacement tires.

Customer demand is increasingly variable in quantity and by dimension, which requires frequent changes to be made to the manufacturing requirement planning. With the conventional MRP rules, and despite growing flexibility, we don’t manage inventory optimally, our service rate is low and we’ve significant costs related to urgent requests.

We’ve been implementing the Prod’Agile approach for a year now. It has enabled the team to grow and improve our level of service by factoring in our customers’ concerns more effectively. But we should face up to the fact that we currently have a complex process with an array of stakeholders! As such, the customer signal which arrives at the plant still doesn’t reflect real requirements.

We’re working on both of these points using the DDMRP approach.

The method will enable our plant warehouse inventory to disconnect, over a short-term period, the Upstream Supply Chain of manufacturing, by consolidating the response to confirmed requirements. There are a variety of objectives:
- ensure a level of service of 100%
- establish a direct link between the plant and the new Customer Service structures implemented as part of the Upstream OPE (LEAN organization)
- improve the quality and level of stocks
- absorb fluctuations in demand and uncertainties by incorporating the industrial constraints of replenishment lead times and manufacturing batches

The plant will begin by working on the OE market (i.e. 40% of the site’s production). Our goal is to be in a position to satisfy 100% of firm orders from customers by reducing unnecessary changes to the plant Production Plan and by improving inventory quality. To do this, we are pursuing the three steps outlined in the DDMRP approach:
- define the right customer signal in the plant with Customer Service and Supply Chain teams
- calculate the level of inventory
- define production orders

This challenge is underway with a cross-functional, committed, professional and motivated project team to ensure an ISL of 100% for our OE customers. And we are keen to extend the approach to the entire plant quickly!

* DDMRP: Demand Driven Manufacturing Requirement Planning

The approach from the perspective of Customer Service OE: Gilles Brunel, Customer Service OE Manager at La Combaude site

The DDMRP process is significantly improving the management of flows over the short term. Since the pilot phase was implemented in Customer Service last February, we have not identified any crisis and we have noticed an improvement in the plant’s responsiveness. There is now greater closeness with Valladolid’s planning, making it possible to make adjustments and discuss any drifts from the firm order.

Being in direct contact with the plant is a real plus but we need to go further in our organization.

The expected success should be confirmed by the end of the pilot phase.
BUFFER TREND - Evolución de % de CADs por cada Zona de Buffer

% de CADs por Zona de Buffer

- OT
- oG
- OK
- Medium