

SEA Forum Discussion Topics

By popular demand, these sessions will continue to expand in upcoming meetings – please join us.

1. How much time does SEA take?

Implementation using an Authorized Service Provider “ASP” has typically taken 6 – 18 months for Stage One of the SEA Roadmap. Full implementation of all three Stages will be 3-5 years in most cases. An ASP engagement for Stage One is current 44 days of onsite consulting. The typical company reporting in SEA’s Quarterly Reporting Process invests 2-5% of available hours on training and improvement activities.

2. How do you collect data?

The SEA Quarterly Report defines data that must be collected to meeting SEA requirements. These are also the same for the SEA Certification audit. SEA also has a number of supplier sites where you can visit and see Net-Inspect in use.

3. Quarterly report metrics and requirements?

You can download the quarterly report format from the SEA website. You can also attend a one-hour webcast that explains to setup and prepare the quarterly report.

4. How do you balance the PMM with revolutionizing and re-inventing ourselves?

Most SEA supplier agree that implementation of standard work significantly reduces variation and reduces the need for inspection, expediting, and management firefighting. This in turn leads to more time for people to focus on solving process problems and defining what comes next. Implementing the SEA Roadmap therefore leads to more time for innovation and with

incentives aligned to encourage innovation, a company implementing the SEA Roadmap has more chance of becoming innovative than one that does not.

5. How are very small companies implementing and sustaining SEA?

There are a number of differences in how small companies implement the SEA LES model. Their implementation methods must be streamlined and the way that they learn about the LES model must be different from a larger company. SEA organizes consortiums of small suppliers who can share the cost of common training and implementation. Small companies consolidate process ownership and master trainer responsibilities into fewer people. Small companies often implement at a slower pace depending on company “bandwidth.”

6. Inventory turns and special processing?

The reason why SEA emphasizes inventory turns is that it is the best indicator of materials velocity and lean progress. Even though a special processor does not own the materials it processes, inventory turns can be measured and managed. The main point of this metrics is material velocity. Material velocity is still very important even in a special processor. It is also a reporting requirement for the SEA Quarterly Report and the SEA Certification.

7. Differences between our metrics for OTD and theirs?

This refers to differences between a supplier’s internally measured OTD and the customers report card or measures. Often we find that our own OTD measures show we are much better than our customer’s measures. It is in our best interest to hold ourselves to a higher standard and very important that we

are looking at the same data as the customer. Therefore we recommend that you study your customer's methods for measuring this and adopt those yourself. There is no value in arguing that the customer doesn't measure this right – there is more value in having the same metrics and then pointing out and documenting the reason for the difference.

8. Engaging my customer or suppliers on improving the total value stream?

Stage Two of the SEA Roadmap deals exclusively with Supply Chain Integration and Performance. In Stage Two a supplier works more closely with their suppliers and customers. In order to qualify to work on Stage Two a supplier must complete Stage one of the SEA Roadmap.

9. Do our customers support our risk taking?

There is still significant evidence that the risks you take should be documented in an agreement of some kind. Buyers and purchasing agents cannot always be responsible for their requests as things change often and others make decisions. Consider protecting yourself by identifying a charge for work done at risk if the order is not forthcoming or goes to someone else.

10. Experience with visual control systems for flow control?

The SEA Authorized Service Providers have been trained in the flow manufacturing method from JCIT – the John Costanza Institute. These are generally accepted as the founders of modern flow manufacturing methodology. Flow manufacturing relies on a number of well-known techniques implemented in a scientific manner. Flow manufacturing employs visual controls as one method or technique.

SEA has published the book “Aerospace Flow” in conjunction with Richard Rahn. This book provides detailed information about the techniques of flow manufacturing.

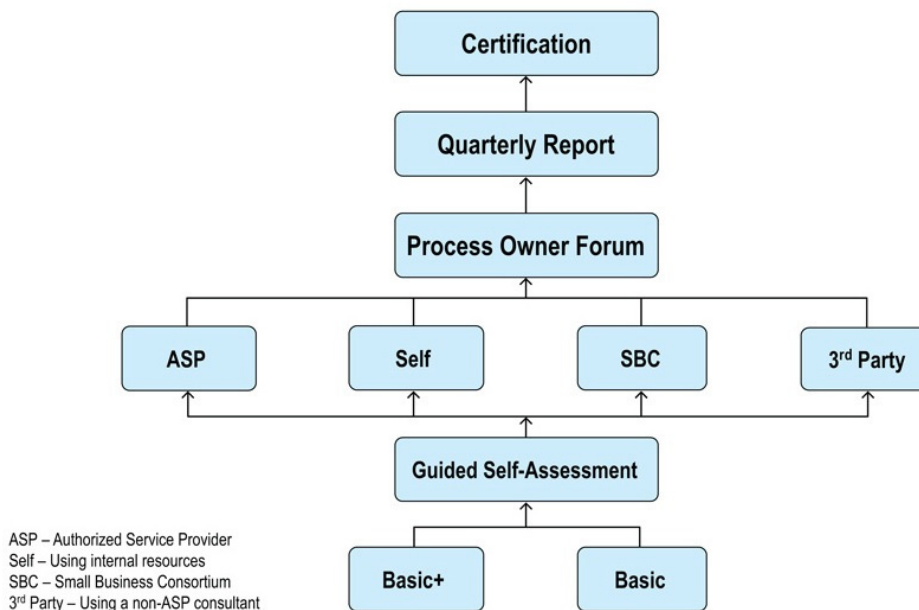
11. How to get all functions in the company involved in the improvement effort when you don't own or supervise them?

No matter how big or small an organization is, sooner or later we will come up against this situation where we cannot “commend” implementation of the model. This is true of internal departments and it's true of external suppliers. Leading through influence is still a skill valued in many management circles. In these situations, your ability to present a compelling case, a burning platform to gain attention is essential. SEA can help you to develop and make your case.

12. How do I engage with SEA – What are my options?

The membership plan for SEA identifies a number of options.

Membership Process Diagram



A new member joins in the Basic category in order to learn more about SEA at conferences and through special supplier site

visits. Once the supplier has decided on an implementation path, the Basic+ membership upgrade is utilized.

Members can implement using their own internal resources.