

Diagnostic Questions: Does the company effectively use kanban cards, designated floor squares, bins, or other “pull” signals to minimize handling and inventory and to link production more closely to market demand?

Are kanban methods deployed to suppliers as well?

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ Push production ▪ Inventory is retained ▪ Inventory stored everywhere 	<ul style="list-style-type: none"> ▪ Push production, with organized storage sites for WIP ▪ All employees understand importance of coupling points between processes ▪ Coupling points are established between major processes 	<ul style="list-style-type: none"> ▪ Coupling points established throughout factory ▪ Pull production, with fixed locations and fixed volumes ▪ Kanban implementation begins in pilot areas 	<ul style="list-style-type: none"> ▪ Pull production, with kanban ▪ Individual cells combine into lines 	<ul style="list-style-type: none"> ▪ Pull production, with refined kanban ▪ Short lines are organized into long lines ▪ Many coupling points eliminated