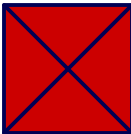# "HOLES" IN LINE
- 1 -
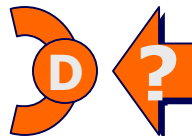
MEANS UNIT IS BEING WORKED ON

MEANS UNIT IS COMPLETE

OP030
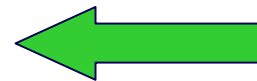
UPSTREAM ➡ DOWNSTREAM

SIGNAL ⬅ DEMAND

D ?

OP140

OP110   OP120   OP130

B

C   A
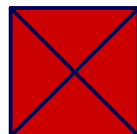
OP140

"HOLES" IN LINE
- 2 -

MEANS UNIT IS BEING WORKED ON

MEANS UNIT IS COMPLETE

OP030

UPSTREAM → DOWNSTREAM

SIGNAL ← DEMAND

OP140

OP110   OP120   OP130

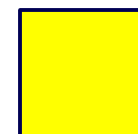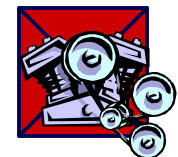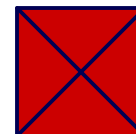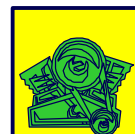C   D   A   B
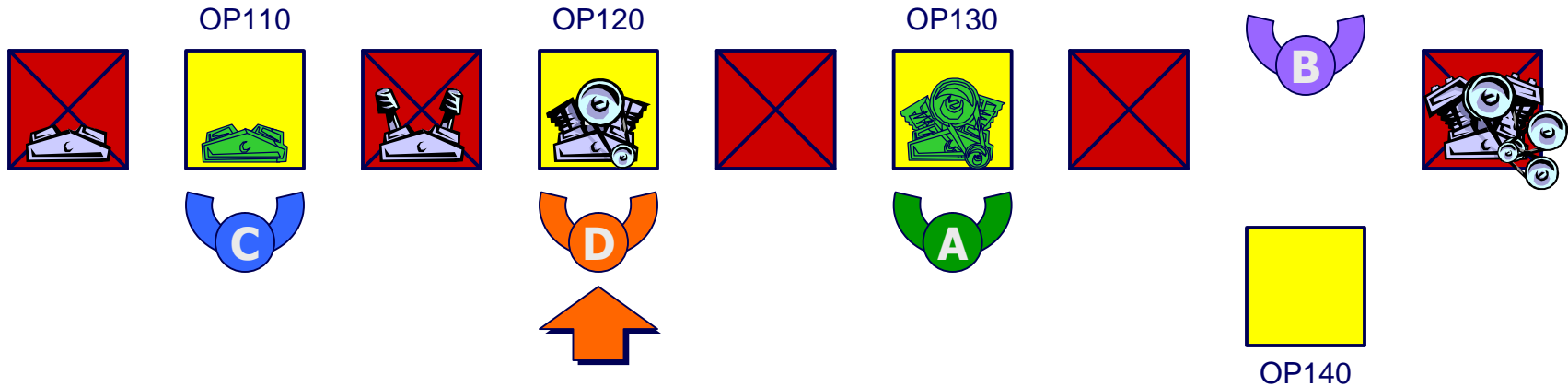
OP140

"HOLES" IN LINE
- 3 -

MEANS UNIT IS BEING WORKED ON

MEANS UNIT IS COMPLETE

UPSTREAM → DOWNSTREAM

SIGNAL ← DEMAND

OP030

OP140

OP110　　OP120　　OP130

C　　D　　A　　B

OP140

Lean Flow Consulting
Creating World-Class Lean Enterprise
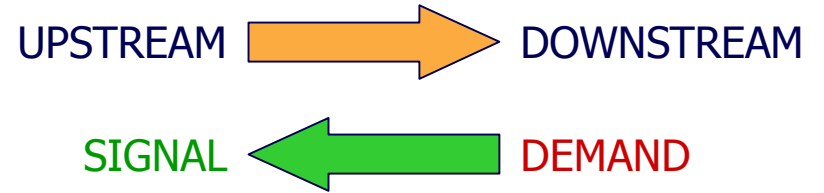
"HOLES" IN LINE
- 4 -

MEANS UNIT IS BEING WORKED ON

MEANS UNIT IS COMPLETE

UPSTREAM → DOWNSTREAM

SIGNAL ← DEMAND

OP030

OP140

OP110   OP120   OP130

E

A

C   D   B
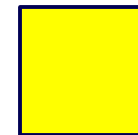
OP140

"HOLES" IN LINE
- 5 -

MEANS UNIT IS BEING WORKED ON

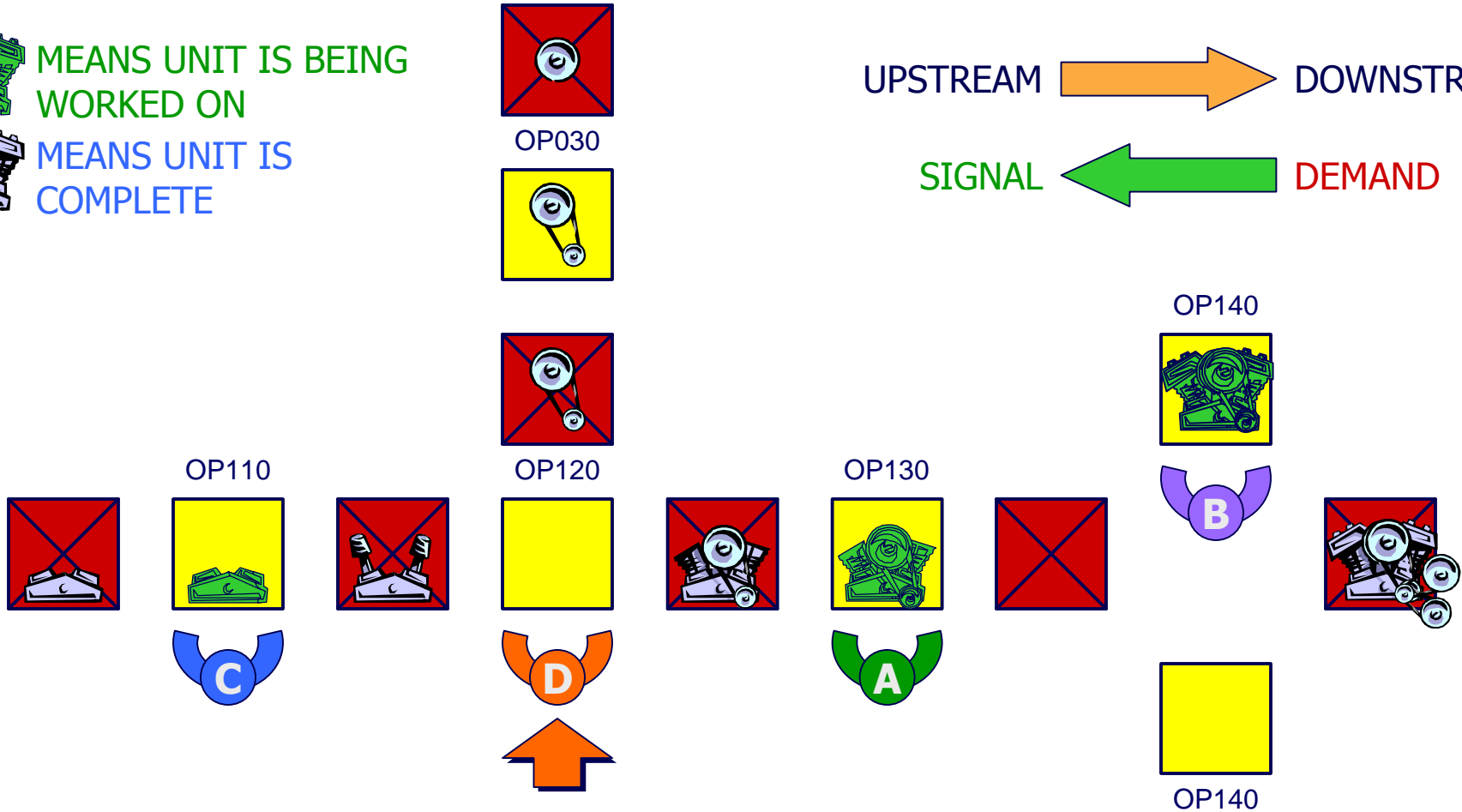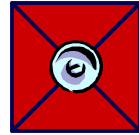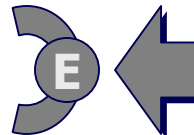MEANS UNIT IS COMPLETE

UPSTREAM ➡ DOWNSTREAM

SIGNAL ⬅ DEMAND

OP030

E

OP140

OP110   OP120   OP130

A

C   D   B

?
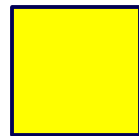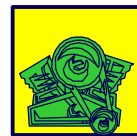
OP140

"HOLES" IN LINE
- 6 -

MEANS UNIT IS BEING WORKED ON

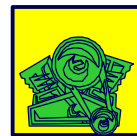MEANS UNIT IS COMPLETE

OP030

E

UPSTREAM ⟹ DOWNSTREAM

SIGNAL ⟸ DEMAND
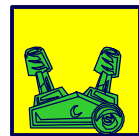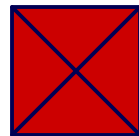
OP140

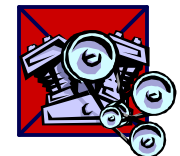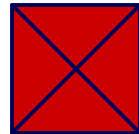OP110   OP120   OP130   A

C   D   B

OP140

"HOLES" IN LINE
- 7 -

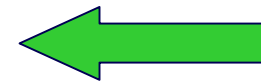MEANS UNIT IS BEING WORKED ON
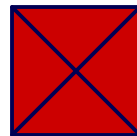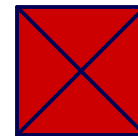
MEANS UNIT IS COMPLETE
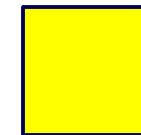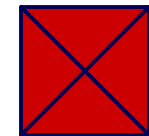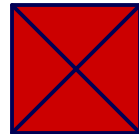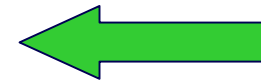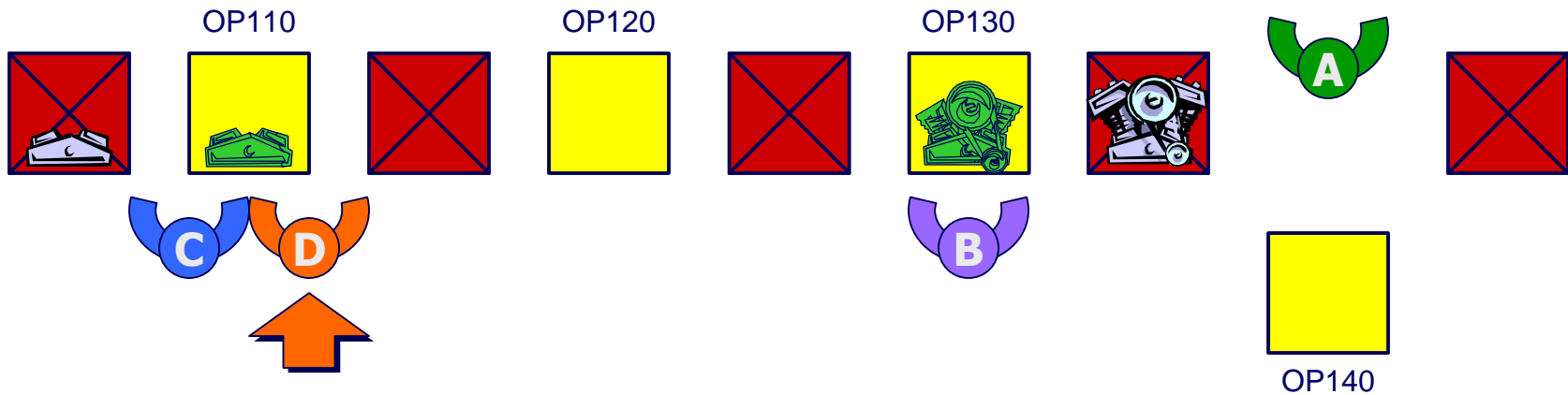
OP030

UPSTREAM ➡ DOWNSTREAM

SIGNAL ⬅ DEMAND

E

OP140

OP110   OP120   OP130

A

B

C   D
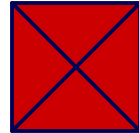
OP140
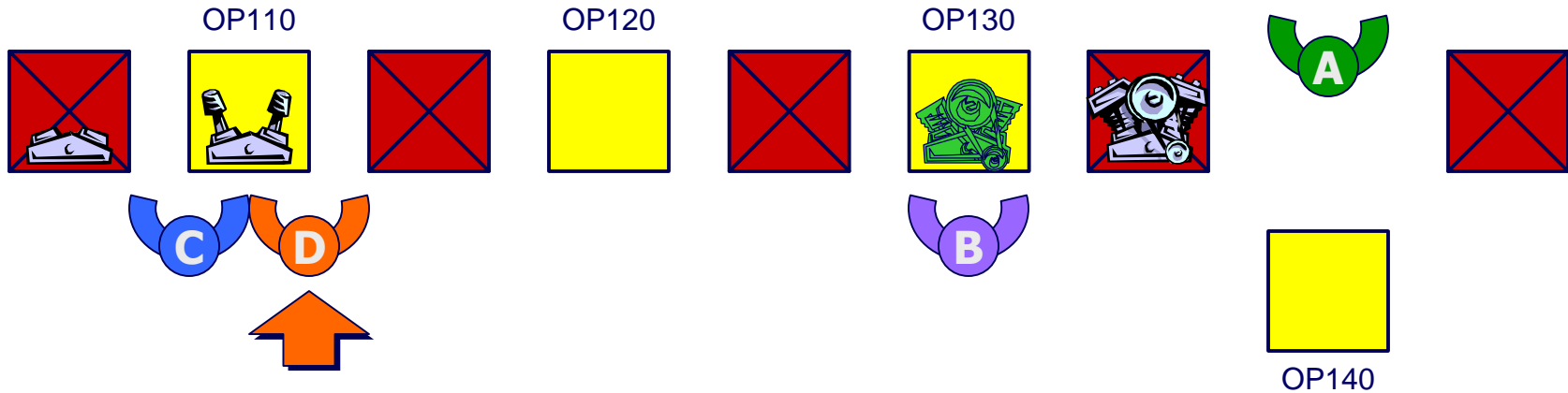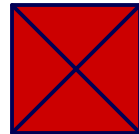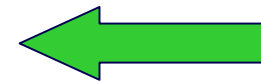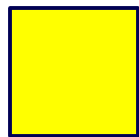
"HOLES" IN LINE
- 8 -

MEANS UNIT IS BEING WORKED ON

MEANS UNIT IS COMPLETE

OP030

E

UPSTREAM ➡️ DOWNSTREAM

SIGNAL ⬅️ DEMAND

OP140

OP110   OP120   OP130

C   D   B   A
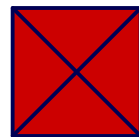
OP140

"HOLES" IN LINE
- 9 -

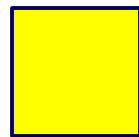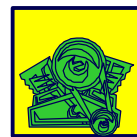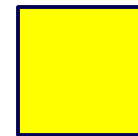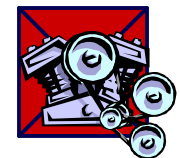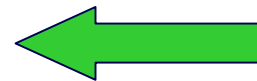MEANS UNIT IS BEING WORKED ON

MEANS UNIT IS COMPLETE

OP030

UPSTREAM ➡️ DOWNSTREAM

SIGNAL ⬅️ DEMAND

E

OP140

OP110   OP120   OP130   A

C   D   B

OP140