

Table 7.36: Summary of KBCLMM GAP Analysis for Modules and Sub-Modules with Lean Value Chain Gap Aspects

Perspective	Module	Sub-module	PROTON					PERODUA					PHN					PROFEN																
			NQ	GP	BP	PC1	PC2	PC3	PC4	PC5	NQ	GP	BP	PC1	PC2	PC3	PC4	PC5	NQ	GP	BP	PC1	PC2	PC3	PC4	PC5								
Level 2: Lean Manufacturing	Product Design for Manufacture	Conceptual Design	49	42	7	0	0	0	7	0	49	33	16	0	0	7	9	0	41	35	6	0	0	0	6	0	41	33	8	0	0	0	8	0
		Design Tools for Analysis	19	19	0	0	0	0	0	0	19	19	0	0	0	0	0	0	19	19	0	0	0	0	0	0	19	19	0	0	0	0	0	0
		Product Development	16	14	2	2	0	0	0	0	16	14	2	0	2	0	0	0	16	14	2	2	0	0	0	0	16	14	2	2	0	0	0	0
	Sub-total		84	75	9	2	0	0	7	0	84	66	18	0	2	7	9	0	76	68	8	2	0	0	6	0	76	66	10	2	0	0	8	0
	Internal Lean Chain	Internal Continuous Improvement	31	28	3	1	0	0	2	0	31	29	2	0	0	0	2	0	31	26	5	3	0	0	2	0	31	16	15	10	0	1	4	0
		Internal Process Control	18	13	5	5	0	0	0	0	18	17	1	1	0	0	0	0	18	14	4	4	0	0	0	0	18	14	4	3	1	0	0	0
Sub-total		49	41	8	6	0	0	2	0	49	46	3	1	0	0	2	0	49	40	9	7	0	0	2	0	49	30	19	13	1	1	4	0	
External Lean Chain	Integration with Suppliers	24	18	6	4	1	1	0	0	24	21	3	1	1	1	0	0	24	16	8	4	4	0	0	0	24	15	9	3	6	0	0	0	
	Integration with Customers	8	6	2	1	0	0	0	1	8	8	0	0	0	0	0	0	8	8	0	0	0	0	0	0	8	7	1	0	1	0	0	0	
	Sub-total	32	24	8	5	1	1	0	1	32	29	3	1	1	1	0	0	32	24	8	4	4	0	0	0	32	22	10	3	7	0	0	0	
Level 3: Competitive Priorities	Quality	Quality in Supply	16	14	2	0	1	0	0	1	16	15	1	0	0	0	1	0	16	15	1	0	1	0	0	0	16	13	3	2	1	0	0	0
		Quality in Production	20	14	6	3	1	1	0	1	20	20	0	0	0	0	0	0	20	12	8	4	1	1	0	2	20	6	14	6	2	2	4	0
		Quality in Delivery	16	14	2	0	1	0	0	1	16	15	1	0	0	0	1	0	16	15	1	0	1	0	0	0	16	13	3	2	1	0	0	0
		Sub-total	52	42	10	3	3	1	0	3	52	50	2	0	0	0	2	0	52	42	10	4	3	1	0	2	52	32	20	10	4	2	4	0
	Time	Time in Supply	11	5	6	0	0	3	0	3	11	5	6	0	0	3	0	3	11	5	6	0	0	3	0	3	11	2	9	4	2	1	2	0
		Time in Production	11	8	3	0	0	0	0	3	11	8	3	0	0	0	0	3	11	8	3	0	0	0	0	3	11	8	3	1	2	0	0	0
		Time in Delivery	11	4	7	4	0	3	0	0	11	4	7	1	0	1	5	0	11	4	7	1	0	0	3	3	11	4	7	4	0	3	0	0
	Sub-total		33	17	16	4	0	6	0	6	33	17	16	1	0	4	5	6	33	17	16	1	0	3	3	9	33	14	19	9	4	4	2	0
	Flexibility	Flexibility in Supply	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0	7	5	2	2	0	0	0	0	7	7	0	0	0	0	0	0
		Flexibility in Production	15	12	3	3	0	0	0	0	15	15	0	0	0	0	0	0	15	10	5	3	0	2	0	0	15	8	7	4	1	2	0	0
		Flexibility in Delivery	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0
	Sub-total		29	26	3	3	0	0	0	0	29	29	0	0	0	0	0	0	29	22	7	5	0	2	0	0	29	22	7	4	1	2	0	0
	Value Chain	Material cost	5	4	1	1	0	0	0	0	5	5	0	0	0	0	0	0	5	5	0	0	0	0	0	0	5	5	0	0	0	0	0	0
		Production cost	10	8	2	2	0	0	0	0	10	9	1	1	0	0	0	0	10	9	1	1	0	0	0	0	10	8	2	2	0	0	0	0
		Resources cost	10	5	5	2	0	3	0	0	10	8	2	0	0	2	0	0	10	7	3	0	0	3	0	0	10	5	5	2	0	3	0	0
	Sub-total		25	17	8	5	0	3	0	0	25	22	3	1	0	2	0	0	25	21	4	1	0	3	0	0	25	18	7	4	0	3	0	0
	Supply Chain	Location	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0	7	7	0	0	0	0	0	0
		Logistics	8	8	0	0	0	0	0	0	8	8	0	0	0	0	0	0	8	8	0	0	0	0	0	0	8	8	0	0	0	0	0	0
Sub-total		15	15	0	0	0	0	0	0	15	15	0	0	0	0	0	0	15	15	0	0	0	0	0	0	15	15	0	0	0	0	0	0	
Level 4: Resources	Human Resource	Development	26	23	3	0	2	1	0	0	26	24	2	0	1	1	0	0	26	21	5	0	3	2	0	0	26	21	5	0	3	2	0	0
		Support	14	14	0	0	0	0	0	0	14	14	0	0	0	0	0	0	14	14	0	0	0	0	0	0	14	5	9	3	6	0	0	0
		Values	11	11	0	0	0	0	0	0	11	11	0	0	0	0	0	0	11	8	3	1	2	0	0	0	11	8	3	1	2	0	0	0
	Sub-total		51	48	3	0	2	1	0	0	51	49	2	0	1	1	0	0	51	43	8	1	5	2	0	0	51	34	17	4	11	2	0	0
	Technology Resource	Technology Management	11	11	0	0	0	0	0	0	11	11	0	0	0	0	0	0	11	11	0	0	0	0	0	0	11	11	0	0	0	0	0	0
		Process Technology	15	15	0	0	0	0	0	0	15	9	6	6	0	0	0	0	15	15	0	0	0	0	0	0	15	6	9	9	0	0	0	0
Information Technology		8	2	6	5	1	0	0	0	8	8	0	0	0	0	0	0	8	2	6	5	1	0	0	0	8	2	6	5	1	0	0	0	
Sub-total		34	28	6	5	1	0	0	0	34	28	6	6	0	0	0	0	34	28	6	5	1	0	0	0	34	19	15	14	1	0	0	0	
Financial Resource	Financial for Human	9	5	4	0	0	0	4	0	9	9	0	0	0	0	0	0	9	3	6	0	0	4	2	0	9	2	7	0	2	4	1	0	
	Financial for Technology	9	7	2	0	0	0	2	0	9	7	2	0	0	0	2	0	9	6	3	0	0	2	1	0	9	2	7	0	3	3	1	0	
	Financial for Impelementation	3	2	1	0	0	0	1	0	3	3	0	0	0	0	0	0	3	0	3	0	0	2	1	0	3	0	3	3	0	0	0	0	
Sub-total		21	14	7	0	0	0	7	0	21	19	2	0	0	0	2	0	21	9	12	0	0	8	4	0	21	4	17	3	5	7	2	0	
Level 5: Process	Employee Involvement	Measurement & benchmark	12	9	3	0	0	3	0	0	12	9	3	0	0	1	2	0	12	8	4	0	0	4	0	0	12	7	5	0	4	1	0	0
		Evaluation, diagnosis & action	9	9	0	0	0	0	0	0	9	9	0	0	0	0	0	0	9	9	0	0	0	0	0	0	9	8	1	0	1	0	0	0
	Sub-total		21	18	3	0	0	3	0	0	21	18	3	0	0	1	2	0	21	17	4	0	0	4	0	0	21	15	6	0	5	1	0	0
	Waste Elimination	Measurement & benchmark	7	6	1	0	1	0	0	0	7	7	0	0	0	0	0	0	7	5	2	0	1	1	0	0	7	3	4	2	1	1	0	0
		Evaluation, diagnosis & action	4	3	1	0	1	0	0	0	4	3	1	0	1	0	0	0	4	3	1	0	1	0	0	0	4	1	3	0	3	0	0	0
	Sub-total		11	9	2	0	2	0	0	0	11	10	1	0	1	0	0	0																