

The Portal To Lean Production Principles And Practices For Doing More With Less Resource Management

The Portal to Lean Production: Principles and Practices for Doing More with Less describes the steps, difficulties, and rewards of implementing lean production. The book moves beyond concepts to address practical matters. The authors provide enough information for you to begin implementing lean production within your organization. This book applies a model-the Portal to Lean Production-to illustrate principles and practices. The model reappears at the start of every chapter and serves to connect the concepts of each chapter with those in other chapters, and with basic lean production principles. This volume contains short vignettes that appear in every chapter of actual lean production implementations. Following these real-world examples, the text provides expanded coverage of topics to enable you to learn and apply concepts and principles. The authors enable you to see the context, application, and practical issues associated with lean production concepts and methods before learning details. The vignettes, based upon the work experience of co-author Avi Soni, help connect the concepts and tie them to practical examples.

Tackling the logistical, planning, and managerial challenges that companies face, the third edition of this bestselling reference addresses the increased importance of strategy issues in various fields. While retaining many elements of the previous editions, *Integral Logistics Management: Operations and Supply Chain Management in Comprehensive Value-Added Networks, Third Edition* incorporates several novel developments. New to the Third Edition A section on facility location planning for production, distribution, and service networks A section on strategic procurement Chapters on TQM, Six Sigma, and system and project management Key figures for the classification of planning methods in materials management Additional interactive Macromedia Flash elements for download from a companion website Covering all of the critical details in this area, *Integral Logistics Management* will equip you with the necessary tools to better handle the operation aspects of your company.

Lean Production for Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices, Second Edition introduces Lean philosophy and illustrates the effective application of Lean tools with real-world case studies. From fundamental concepts to integrated planning and control in pull production and the supply chain, the text provides a complete introduction to Lean production. Coverage includes small batch production, setup reduction, pull production, preventive maintenance, standard work, as well as synchronizing and scheduling Lean operations. Detailing the key principles and practices of Lean production, the text also: Illustrates effective implementation techniques with case studies from a range of industries. Includes questions and completed

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problems in each chapter. Explains how to effectively partner with suppliers and employees to achieve productivity goals. Designed for students who have a basic foundation in production and operations management, the text provides a thorough understanding of the principles of Lean. It also offers practical know-how for implementing a culture of continuous improvement on the shop floor and in the office, creating a heightened sense of responsibility in all stakeholders, and enhancing productivity and efficiency to improve the bottom line. In this second edition, the author addresses management's role in Lean production. Early observers of Japanese methods focused on the shop floor to see amazing things unlike anything practiced elsewhere. And the thinking was, if the "methods" could be adopted by companies elsewhere, those companies would experience the success of the Japanese. What the early observers hadn't considered were dramatic differences in the way those companies were managed, both daily and strategically. The "management side" of Lean production is addressed in two new chapters, one devoted to daily management, the other to strategy deployment. Additionally, there is a new chapter that addresses breakthrough improvement and an approach to achieving it called Production Preparation Process. Every chapter has been revised and expanded to better tell the story of Lean production--its history, applications, practices, and methods.

Today's manufacturing systems are undergoing significant changes in the aspects of planning, production execution, and delivery. It is imperative to stay up-to-date on the latest trends in optimization to efficiently create products for the market. The Handbook of Research on Applied Optimization Methodologies in Manufacturing Systems is a pivotal reference source including the latest scholarly research on heuristic models for solving manufacturing and supply chain related problems. Featuring exhaustive coverage on a broad range of topics such as assembly ratio, car sequencing, and color constraints, this publication is ideally designed for practitioners seeking new comprehensive models for problem solving in manufacturing and supply chain management.

If your business uses warehouses to deal with the sales of goods, then you know that facility operations, shipping, and customer service are important to your company's health. Eaches or Pieces Order Fulfillment, Design, and Operations Handbook offers insights for warehouse, distribution, or logistics professionals to make their "eaches or pieces"

The growing power being exercised by today's consumer is causing significant paradigm shifts away from traditional marketing. This is leading to a whole new take on the structure and functioning of supply chain management (SCM). It's no longer so much about improving the manufacturing process as it is improving the point and speed of contact and the continued interaction that you have with your customer. The Intimate Supply Chain: Leveraging the Supply Chain to Manage the Customer Experience explores how SCM can assist companies to grow and prosper in the new global economy. It focuses on what the customer wants from the supply chain and how organizations must restructure their outdated business

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models to meet their customer's needs. Covering this dramatic shift in customer management, David Ross, bestselling author and recognized industry expert, demonstrates how to design and maintain an efficient and up-to-date delivery channel, showcasing the methods and technologies needed to adapt to the evolving, demand-driven market. Exceptionally practical in his approach, Ross provides a new perspective that requires a broader mindset about the structure and functioning of SCM. He explains how effective management must start with the aim of getting personal with customers in order to bring total value to their shopping experience. Rather than concentrate on a range of products, this work defines a roadmap that will lead to increased empathy for your customers so that you will be able to provide them with unbeatable and readily recognizable value. When properly traveled, you will discover that it is a roadmap to increased profitability and market share.

This book presents some definitions and concepts applied in Latin America on lean manufacturing (LM), the LM tools most widely used and human and cultural aspects that most matter in this field. The book contains a total of 14 tools used and reported by authors from different countries in Latin America, with definition, timeline with related research, benefits that have been reported in literature and case studies implemented in Latin American companies. Finally, the book presents a list of softwares available to facilitate the tools' implementation, monitoring and improvement.

Thanks to recent advancements, optimization is now recognized as a crucial component in research and decision-making across a number of fields. Through optimization, scientists have made tremendous advances in cancer treatment planning, disease control, and drug development, as well as in sequencing DNA, and identifying protein structures. Optimization in Medicine and Biology provides researchers with a comprehensive, single-source reference that will enable them to apply the very latest optimization techniques to their work. With contributions from pioneering international experts this volume integrates strong foundational theory, good modeling techniques, and efficient and robust algorithms with relevant applications. Divided into two sections, the first begins with mathematical programming techniques for medical decision making processes and demonstrates their application to optimizing pediatric vaccine formularies, kidney paired donation, and the cost-effectiveness of HIV programs. It also presents recent advances in cancer treatment planning models and solution algorithms, including three-dimensional conventional conformal radiation therapy (3DCRT), intensity modulated radiation therapy (IMRT), tomotherapy, and proton therapy. Part two focuses on optimization in biology and discusses computational algorithms for genomic analysis; probe design and selection, properties of probes, and various algorithms and software packages to aid in probe selection and design. Subsequent chapters introduce a new dihedral angle measure for protein secondary prediction, and an optimization approach for tumor virotherapy with recombinant measles viruses. The editors include a short tutorial appendix

on Integer Programming (IP). Highlighting the most recent advances in optimization techniques for solving complex problems in medical research, this book facilitates strong collaborative environments among optimization researchers and medical professionals for future medical research.

A consequence of business specialization is the implementation of weak processes that cross departmental and corporate boundaries. Supply chain management (SCM) addresses this issue by requiring a process view that reaches across these confines. Due to globalization and a competitive environment, those within the retail supply chains are particularly vulnerable. New ways of managing require an understanding of the entire chain by participants at every level-retailer, distributor, manufacturer, and service provider. Demonstrating the link between markets, products, and product strategies in the supply chain, Retail Supply Chain Management provides the knowledge and skills required to thrive in this environment. It demonstrates the connection between the processes involved in manufacturing, distribution, warehousing, and transportation, and how to use these connections to their best advantage. The book offers fresh insights into the financial and operational tools that are available and how to use these tools in order to deliver quality products in the most cost efficient manner. The authors' collaboration brings together expertise from both operations and retail business management, matching the solutions available from SCM with the challenges and opportunities that arise in the retail industry. The text also includes case studies and experiences from leaders in SCM as well as hard lessons learned by those trying to lead. These examples illustrate specific solutions to common situations in a retail supply chain.

A well-planned, well-structured warehouse management system (WMS) offers significant advantages to an organization, particularly in its ability to make warehouse operations more efficient, more cost effective, and more responsive. A Supply Chain Logistics Program for Warehouse Management details the concepts, applications, and practices necessary for the successful management of a WMS program, including the selection and adoption of the right software. Taking a process approach to a generic warehouse and its workings, the authors trace a product's life cycle from its receipt at a warehouse, through its outbound shipment, and to its eventual return. This approach illustrates the logistics of a well-run supply chain and how it works in relation to every phase of a warehouse's operation. The book details each phase and its related process, demonstrating how every component fits into the overall operation. Specific topics include how to reduce product damage, enhance identified product flow and track inventory, increase employee productivity, improve customer service, reduce warehouse operating costs, improve profits, and assure asset protection. The book also presents guidelines, tips and checklists so the reader can view how each component is carried out. Whether a warehouse operation supports a small, medium, or large business, A Supply Chain Logistics Program for Warehouse Management is an important book to have in order to design a system that reduces operating costs, improves products, and maintains timely delivery to customers.

The effect Lean Manufacturing programs have on profit and loss statements during the early months of their implementation often causes them to be viewed as failures. The length of time it will take traditional financial reports to reflect lean manufacturing improvements depends upon how poorly the operation was doing in terms of inventory

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A Practical, Hands-on Guide to Lean Manufacturing This real-world resource offers proven solutions for implementing lean manufacturing in an enterprise environment, covering the engineering and production aspects as well as the business culture concerns. Filled with detailed examples, the book focuses on the rapid application of lean principles so that large, early financial gains can be made. How to Implement Lean Manufacturing explains Toyota Production System (TPS) practices and specifies the distinct order in which lean techniques should be applied to achieve maximum gains. Global case studies illustrate successes and pitfalls of lean manufacturing initiatives. Discover how to: Rigorously test and retest the state of your "leanness" with unique evaluators Develop and deploy plant-wide strategies and goals Improve speed and quality and dramatically reduce costs Reduce variation in the manufacturing system in order to reduce inventory Reduce lead times to enable improved responsiveness and flexibility Synchronize production and supply to the customer Create flow and establish pull-demand systems Perform system-wide and specific value-stream evaluations Generate a comprehensive list of highly focused Kaizen activities Sustain process gains Manage constraints and reduce bottlenecks Implement cellular manufacturing Taking a new product from the design stage to large-scale production in a profitable, efficient manner can challenge the processes of even the most advanced companies. Lapses in these processes drive up the cost of new products, and hinder their launch into the marketplace. Effective Transition from Design to Production provides an expeditious roadmap that considers every phase of production. It identifies customer requirements, discusses product concept, and covers master scheduling and risk analysis, as well as design considerations, prototypes, and tooling essentials. Among other things, it also explains how to identify and augment facility requirements, initiate production ramp up, evaluate packaging, and institute defect control. Takes an Integrative Approach that Allows Managers to Understand the Big Picture As the author introduces and explains each stage, he also offers guidance as to when to involve outside parties including potential providers of raw materials and subcontractors who may take part in the production and assembly process. He presents the seven stages of the production process— system design, detailed design, manufacturing planning, production readiness, low rate initial production, and production—in sequential order, examining how each one leads to the other. This allows readers to not only grasp the basic concepts crucial for success at each stage, but also to visualize the big picture so that they can anticipate problems, eliminate inefficiency, and make informed managerial decisions.

The U.S. government mandates that all Department of Defense logistic-wide initiatives adopt commercially proven practices and strategies to undergo maintenance, repair and overhaul (MRO) transformations. Reasons for the drastic order include aging weapons systems, an aging workforce, limited financial resources, and new technologies, just to name a few. In order to execute this radical directive, transformation offices have been established to implement these new strategies. However, these offices have no condensed, user-oriented context to refer to when implementing these new strategies. Sustaining the Military Enterprise describes a Lean Enterprise Architecture (LEA) strategy to transform sustainment processes. It incorporates the management and technical skills necessary to design and implement

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cost effective, integrated, sustainment networks and agile organizational structures. The application of LEA to military sustainment initiatives will lead to less resource intensive and less organizationally disruptive practices than seen in traditional Lean enterprise transformation methods. The book is organized into six chapters, which focus on three major subject categories. Topics include management techniques for transforming the military sustainment enterprise, improving the enterprise, process improvement initiatives and benchmarking best practices, and activities for enterprise transformation. The text also provides an assessment and description of the current military sustainment system and a guide to the LEA transformation. Through an intensive examination of new technologies, tools, and strategies, the author provides a means for military sustainment initiatives to achieve a successful transformation. Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

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CRC Press

Lean Software Development: An Agile Toolkit Adapting agile practices to your development organization Uncovering and eradicating waste throughout the software development lifecycle Practical techniques for every development manager, project manager, and technical leader Lean software development: applying agile principles to your organization In Lean Software Development, Mary and Tom Poppendieck identify seven fundamental "lean" principles, adapt them for the world of software development, and show how they can serve as the foundation for agile development approaches that work. Along the way, they introduce 22 "thinking tools" that can help you customize the right agile practices for any environment. Better, cheaper, faster software development. You can have all three—if you adopt the same lean principles that have already revolutionized manufacturing, logistics and product development. Iterating towards excellence: software development as an exercise in discovery Managing uncertainty: "decide as late as possible" by building change into the system. Compressing the value stream: rapid development, feedback, and improvement Empowering teams and individuals without compromising coordination Software with integrity: promoting coherence, usability, fitness, maintainability, and adaptability How to "see the whole"—even when your developers are scattered across multiple locations and contractors Simply put, Lean Software Development helps you refocus development on value, flow, and people—so you can achieve breakthrough quality, savings, speed, and business alignment.

Understanding inventory—its costs, its place in the supply chain, and what is considered its optimal level—is important to an organization's profitability. Demonstrating how each

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link in the supply chain plays an integral role in the success of the whole, Rightsizing Inventory examines inventory throughout the entire internal and external supply chain. The book covers every aspect of inventory. Each chapter defines roles and responsibilities, identifies methods to improve collaboration, and presents the tools, techniques, and methodologies for each link. The book includes 150 TIPS on "How to Rightsize Inventory," and examines the areas of finance, accounting, sales, marketing, planning, purchasing, manufacturing, warehousing, transportation, distribution, facilities management, human resources, information technology, product engineering, process engineering, field service, quality, and the external customer. Providing a complete overview on inventory and its place in the supply chain, Rightsizing Inventory is an important resource for those involved in making that supply chain run smoothly and profitably.

The design of facilities, warehouses, and material-handling systems as well as the management of logistics operations significantly impact the success of industrial projects. Facility Logistics: Approaches and Solutions to Next Generation Challenges explores recent developments in the technology, industrial practices, and business environments of facility logistics. The book first discusses the main trends impacting facility logistics operations, including visibility, security, flexibility, labor, globalization, and sustainability. It then examines the functionalities and capabilities of warehouse management systems (WMS) and outlines a comprehensive yet simple method for the quick assessment of warehouse performance. The following chapters present a set of solutions to emerging challenges in the design and management of facility logistics, along with procedures to better plan and manage the logistics activities within a production or storage facility. The final chapter reviews educational resources and offers examples of how multimedia tools can be used to develop new teaching material. With more globalization and outsourcing occurring as well as a greater emphasis on facility sustainability, new facility logistics challenges have emerged. By evaluating the impact of these issues on facility logistics, this volume helps you improve the design and management of your facility.

The Lean concepts and principles described in this book have revolutionized manufacturing practice and business conduct in a manner similar to what Henry Ford's system did for mass manufacturing. Lean production however, involves much more than the adoption of methods and procedures, it requires a change in management philosophy that emphasizes relationship building, trust, and responsibility being conferred to frontline workers and suppliers. Based on three decades of teaching experience, Lean Production for a Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices introduces the Lean philosophy and illustrates the effective application of Lean tools with real-world case studies. From fundamental concepts to integrated planning and control in pull production and the supply chain, the text provides a complete introduction to Lean production. Coverage includes small batch production, setup reduction, pull production, preventive maintenance, standard operations, as well as synchronizing and scheduling lean operations. Detailing the key principles and practices of Lean production, the text also: Illustrates effective implementation techniques with case studies from a range of industries Includes questions and completed problems in each chapter Explains how to effectively partner with suppliers and employees to accomplish productivity goals

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Designed for students who have a basic foundation in production and operations management, the text provides a thorough understanding of the fundamental principles of Lean. It also offers practical know-how for implementing a culture of continuous improvement on the shop floor or in the office, creating a heightened sense of responsibility and pride in all stakeholders involved, and enhancing productivity and efficiency to improve the bottom line. Instructor's material available – please contact: orders@taylorandfrancis.com or call 1-800-634-7064 to request these materials.

Giving organizations the ability to track, secure, and manage items from the time they are raw materials through the life-cycle of the product, radio frequency identification (RFID) makes internal processes more efficient and improves overall supply chain responsiveness. Helping you bring your organization into the future, *RFID in the Supply Chain: A Guide to Selection and Implementation* explains RFID technology, its applications in SCM, data storage and retrieval, business processes, operational and implementation problems, risks, security and privacy, facility layout, handling systems and methods, and transportation costs. In short, with its soup-to-nuts coverage, the book ensures that your RFID implementation is successful and that you get the most from your investment. The book discusses the major paradigm shift in product traceability that began with transitioning to RFID technology from bar code technology. It examines the economic feasibility of rolling out RFID and the challenges in supply chain synchronization, customer privacy, security, operations and IT, logistics, program management, education and training, and implementation, as well as what lessons have been learned. The author addresses the RFID business processes needed to analyze and resolve problems the suppliers face when they deal with multiple customers, each with a different mandate, and with their own set of suppliers. Going beyond the technology and how it has changed supply chain processes, the book includes selection guidelines and implementation examples, such as speed of tag reads versus quality of computer inputs and optimal tag location. The author discusses the implementation of a business process model and the separate but equal concerns that business and IT executives have about the implementation of RFID applications. The book also covers security, integrated control management linked to the corporate strategy, and laws and regulations.

Project Management for Engineering, Business and Technology, 5th edition, addresses project management across all industries. First covering the essential background, from origins and philosophy to methodology, the bulk of the book is dedicated to concepts and techniques for practical application. Coverage includes project initiation and proposals, scope and task definition, scheduling, budgeting, risk analysis, control, project selection and portfolio management, program management, project organization, and all-important "people" aspects—project leadership, team building, conflict resolution and stress management. The Systems Development Cycle is used as a framework to discuss project management in a variety of situations, making this the go-to book for managing virtually any kind of project, program or task force. The authors focus on the ultimate purpose of project management—to unify and integrate the interests, resources and work efforts of many stakeholders, as well as the planning, scheduling, and budgeting needed to accomplish overall project goals. This new edition features: Updates throughout to cover the latest developments in project management methodologies New examples and 18 new case studies throughout to help students

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develop their understanding and put principles into practice A new chapter on agile project management and lean Expanded coverage of program management, stakeholder engagement, buffer management, and managing virtual teams and cultural differences in international projects Alignment with PMBOK terms and definitions for ease of use alongside PMI certifications Cross-reference to IPMA, APM, and PRINCE2 methodologies Extensive instructor support materials, including an Instructor's Manual, PowerPoint slides, answers to chapter review questions, problems and cases, and a test bank of questions. Taking a technical yet accessible approach, *Project Management for Business, Engineering and Technology*, 5th edition, is an ideal resource and reference for all advanced undergraduate and graduate students in project management courses as well as for practicing project managers across all industry sectors.

In any production environment, discrete event simulation is a powerful tool for the analysis, planning, and operating of a manufacturing facility. Operations managers can use simulation to improve their production systems by eliminating bottlenecks, reducing cycle time and cost, and increasing capacity utilization. Offering a hands-on tutorial on how to model traditional applications to optimize production operations, *Simulation of Industrial Systems: Discrete Event Simulation Using Excel/VBA—* · Introduces the Design Environment for Event Driven Simulation (DEEDS), an original simulator, which facilitates the modeling of complex situations using four (self-contained) nodes: source, queue, facility, and delay. · Demonstrates how to use discrete event simulation as a powerful tool for the analysis, planning, design, and operation of diverse production systems · Shows how to model application areas such as facilities layout, material handling, inventory control, scheduling, maintenance, quality control, and supply chain logistics · Integrates the design of experiments and optimization techniques for improving production systems With the comprehensive instruction provided within these pages, in combination with the flexibility of the DEEDS program environment, operations managers will be able to harness the power of discrete event simulation to streamline their production environments. The authors have created a website with a variety of teaching aids that professors will be able to access

The lifeblood of any business is the timely delivery of products and services. In the best possible world, if one plans accordingly, disruptions never occur. However, in the real world, disruptions do and will occur and the best business plans are those that anticipate and prepare for this inevitability, especially when dealing with international suppliers. Go beyond theory -- learn how to... Define and anticipate risk Build a resilient supply chain Mobilize in the face of impending disaster Make a full and quick recovery Supply Chain Risk Management: Minimizing Disruptions in Global Sourcing provides a detailed road map for the efficient delivery of products and services, while taking into account the high probability of costly delays and stoppages. With candid input from suppliers, automotive and retail companies, and professional consultants, this work delivers a pragmatic approach to managing supply chain risk in an era of globalization. With Proper Prior Planning Potential Disasters Become Mere Inconveniences All executives and managers share a common goal of reducing costs, streamlining processes and increasing profits. Within these pages, you will discover a winning game plan for efficiently navigating the complexities of supply chain risk in today's global marketplace.

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Rapid time-to-market expectations and the demand for custom-tailored products present real challenges for the rigid and fixed linear supply chains that compete in today's economy. Connective technologies meet these challenges head on by integrating the necessary people, information, and products beyond their current limitations. *Connective Technologies in the Supply Chain* illustrates the impact that connective technologies have across supply chains. It provides strategic frameworks, conceptual and analytical models, and case studies that focus on the design, development, and implementation of these technologies as they pertain to the management of engineering and manufacturing operations. Placing particular emphasis on RFID, the book addresses issues that include those involving GPS, inventory management, quality control, mobile technology, and security challenges. The book presents an overview of RFID applications, its underlying concepts and principles, and a macro perspective on its implementation in the manufacturing and service sectors. It also provides a feasible design of the technology's enabled knowledge-based supply chain management system. *Connective Technologies in the Supply Chain* is an essential resource for those who would like to expand their knowledge of-and increase their success with-these applications.

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To successfully compete in today's global marketplace, organizations can and must do

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more to improve their internal operational efficiencies. *Operational Excellence: Using Lean Six Sigma to Translate Customer Value through Global Supply Chains* consolidates hundreds of tools and methods into 110 key concepts designed to translate the voice of

For well over a century, manufacturing has dictated the developmental growth of management in business, mainly in achieving lower costs and higher quality. The strength of the economy, however, continues to move quickly toward the service sector, bringing with it a number of innovative management techniques tailored to customer service operations.

Examines Japan's innovative, highly successful production methods

Supply chain management (SCM) disciplines have produced a flood of new concepts, methods, and tools; if applied wisely, they will improve results. A resource that weeds out and consolidates this new information will lower the business risk of implementing change. Interpreting models and viewpoints from many fields into a supply chain context. *Supply Market Intelligence: A Managerial Handbook for Building Sourcing Strategies* begins by defining supply market intelligence and discussing opportunities, the establishment of a project team, and conducting an internal business intelligence assessment. The book then examines the development of business and market intelligence, supplier evaluations, and sourcing strategies. It also explores how to execute a sourcing strategy, manage a strategic supplier relationship, and redesign an organization for effective supply-chain intelligence and strategic sourcing. This volume offers a benchmarking framework covering all facets of supply-chain management, and includes best practices and case studies of world-class companies.

Better inventory management translates directly into better cash flow for businesses. However, in order to successfully manage inventory, businesses must strike a balance between customer demand and the amount of inventory they keep. *Hands-On Inventory Management* demonstrates principles key to developing an inventory management process, which will meet customer needs while keeping inventory costs at a level reasonable enough to produce a profit. The text explains basic inventory principles, calculations, and techniques using real-world examples. Different operational situations require different inventory planning and replenishment approaches; hence, this book emphasizes the prerequisites needed for success in a number of different industries. These prerequisites include top management support, a clear definition of responsibilities and alignment of goals throughout the company, as well as uncomplicated item identification. The author stresses the importance of accurate recordkeeping and delineates the most common causes of inaccurate records. He provides solutions to mitigate these causes and demonstrates how businesses can develop and administer a cycle counting program that will lead to a more well-managed physical inventory. Using a building-block approach, *Hands-On Inventory Management* gives a clear view of what steps must be taken to strike a profitable balance between customer demand and inventory.

Whether it's because of a lack of understanding, poor planning, or a myriad of other things, 50 to 60 percent of the IT effort in most companies can be considered waste. Explaining how to introduce Lean principles to your IT functions to reduce and even eliminate this waste, *Lean Management Principles for Information Technology* provides the tools and understanding to make better decisions, increase efficiencies, and make IT a major force in delivering sustainable improvements to your supply chain. The proven Toyota Production System

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principles described in this book have already helped many IT organizations double and triple their output. It introduces some of the most powerful Lean tools and techniques—including Six Sigma, value stream mapping, and spaghetti charting—and provides a methodology for implementing them to reduce waste in your IT environment. Discussing information production processes, IT systems, and change management through the lens of Lean principles, the book: Provides step-by-step guidance through the processes of implementing Lean principles in your IT supply chain management system Illustrates successful implementation across a range of industries and countries Examines how to use Lean methods to achieve ongoing improvement in IT personnel Explains how to implement Lean in the supply chain, while reducing IT cycle time and costs The text reviews the major management challenges facing IT and illustrates solutions with stories, examples, and case studies of how Lean IT has led to unprecedented improvements in the private and government sectors. Demonstrating how to structure the components of your IT system in accordance with Lean, the book details the measures required to achieve and sustain a world-class Lean IT supply chain management system.

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model- Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the company's purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors' combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge, the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

Lean thinking is too often narrowly focused on physical processes, causing serious shortcomings, which limit Lean's substantial benefits. Revised to consider the emerging global economy, Lean Performance ERP Project Management, Second Edition integrates strategy, people, process, and information technology into a project management methodology that applies Lean Thinking to all processes. It leverages Lean principles, tools, and practices to improve and then continuously improve management decision processes, information/support processes, and their linkages to Lean physical processes. New in the Second Edition—

- Provides project managers an overview of lean benefits and challenges to present to Lean Sponsors and Lean Transformation Steering Committees
- Presents a strategy for ERP project managers dealing with Chinese-based manufacturing
- Includes a refreshed discussion of current events in the transition to lean in the global economy
- Discusses new developments such as e-kanban, Radio Frequency Identification (RFID), Customer TAKT, and Operational TAKT
- Features a case study of the Lean Commerce system implemented by Toyota North America

Based on the author's practical management and consulting experience, Lean Performance ERP Project Management: Implementing the Virtual Lean Enterprise clearly demonstrates that a lean tool kit requires the participation from all departments of an organization, from product development to fulfillment.

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This book by Peter Béndek presents a strong case against the current practice of business operations improvement, based on numerous studies from the business world as well as insights from the most prestigious authors of the last fifty years. The author contests the applicability and indeed the relevance of the Toyota Production System and its spin-offs to the Western context, claiming that a revised approach is much better suited to taking our specific cultural conditions into account, while also combining increased transparency, speed, and sustainability of change with a robust value-creating capability. Dr. Béndek argues that this approach can have a far-reaching impact on corporate cultures by offering an all-encompassing learning system, one that provides a more coherent and actionable continuous improvement strategy than conventional approaches. The book offers an important guide to rethinking operations management, both in academia and business practice.

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