

Kanban For The Shopfloor The Shopfloor Series

The philosophy of kaizen, which simply means continuous improvement, needs to be adopted by any organization seeking to implement lean improvements that go beyond cost cutting. Kaizen events are opportunities to make focused changes in the workplace. Kaizen for the Shopfloor takes readers through the critical steps for conducting a very effective kaizen event: one that is well planned, well implemented, and well documented. As the newest addition to the Shingo Prize Winning Shopfloor Series, Kaizen for the Shopfloor distills the complexities of jumpstarting lean processes into an easily accessible format for those frontline employees who make lean possible. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce. Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular Manufacturing. Collaborative design has attracted much attention in the research community in recent years. With increasingly decentralized manufacturing systems and processes, more collaborative approaches and systems are needed to support distributed manufacturing operations. "Collaborative Design and Planning for Digital Manufacturing" presents a focused collection of quality chapters on the state-of-the-art research efforts in the area of collaborative design and planning, as well as their practical applications towards digital manufacturing. "Collaborative Design and Planning for Digital Manufacturing" provides both a broad-based review of the key areas of research in digital manufacturing, and an in-depth treatment of particular methodologies and systems, from collaborative design to distributed planning, monitoring and control. Recent development and innovations in this area provide a pool of focused research efforts, relevant to a wide readership from academic researchers to practicing engineers. This book is open access under a CC BY-NC 4.0 license. This volume presents several case studies highlighting the latest findings in Industry 4.0 projects utilizing S-BPM features. Their potential is explored in detail, while the limits of engineering a company from a communication-centred perspective are also discussed. After a general introduction and an overview of the book in chapter 1, chapter 2 starts by condensing the industrial challenges driven by the German "Industry 4.0" trend to form a concrete vision for future production industries. Subsequently, chapter 3 introduces the basic concepts of S-BPM and its capabilities, in particular for supporting the restructuring of processes. The next three chapters then present various case studies, e.g. at an SME offering the production of atypical, unique and special purpose machinery, equipment and technologically complex units particularly useful in the automotive and electronic industries; and at a further SME producing highly-customized floor cleaning machines. Rounding out the coverage, the last two chapters summarize the achievements and lessons learned with regard to the road ahead. Overall, the book provides a realistic portrait of the status quo based on current findings, and outlines the future activities to be pursued in order to establish stakeholder-centred digital production systems. As such, developers, educators, and practitioners will find both the conceptual background and results from the field reflecting the state-of-the-art in vertical and horizontal process integration.

This is the Leader's Guide that accompanies the Kanban for the Shopfloor Learning Package.

The book covers four research domains representing a trend for modern manufacturing control: Holonic and Multi-agent technologies for industrial systems; Intelligent Product and Product-driven Automation; Service Orientation of Enterprise's strategic and technical processes; and Distributed Intelligent Automation Systems. These evolution lines have in common concepts related to service orientation derived from the Service Oriented Architecture (SOA) paradigm. The service-oriented multi-agent systems approach discussed in the book is characterized by the use of a set of distributed autonomous and cooperative agents, embedded in smart components that use the SOA principles, being oriented by offer and request of services, in order to fulfil production systems and value chain goals. A new integrated vision combining emergent technologies is offered, to create control structures with distributed intelligence supporting the vertical and horizontal enterprise integration and running in truly distributed and global working environments. The service value creation model at enterprise level consists into using Service Component Architectures for business process applications, based on entities which handle services. In this componentization view, a service is a piece of software encapsulating the business/control logic or resource functionality of an entity that exhibits an individual competence and responds to a specific request to fulfil a local (product) or global (batch) objective. The service value creation model at enterprise level consists into using Service Component Architectures for business process applications, based on entities which handle services. In this componentization view, a service is a piece of software encapsulating the business/control logic or resource functionality of an entity that exhibits an individual competence and responds to a specific request to fulfil a local (product) or global (batch) objective.

The purpose of the 2012 3rd International Asia Conference on industrial engineering and management innovation (IEMI2012) is to bring together researchers, engineers and practitioners interested in the application of informatics to industrial engineering and management innovation.

Learn how Lean IT can help companies deliver better customer service and value. Lean Enterprise Systems effectively demonstrates how the techniques derived from Lean Manufacturing, combined with the thoughtful application of information technology, can help all enterprises improve business performance and add significant value for their customers. The author also demonstrates how the basic concepts of Lean Manufacturing can be applied to create agile and responsive Lean IT. The book is divided into three parts that collectively explore how people, processes, and technology combine forces to facilitate continuous improvement: * Part One: Building Blocks of the Lean Enterprise sets forth the essentials of Lean. Readers discover where, when, and how Lean IT adds substantial value to the Lean Enterprise through integrated processes of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. * Part Two: Building Blocks of Information Systems explores the primary components of an enterprise information system and how these components may be integrated to improve the flow of information supporting value streams. Readers learn how information systems help organize and deliver knowledge when and where it's needed. * Part Three: Managing Change with IT demonstrates how the skillful combination of process and information

technology improvements empowers people to continuously improve the Lean Enterprise. Readers develop the skills to exploit emerging information technology tools and change management methods, crafting a Lean IT framework—reducing waste, complexity, and lead time—while adding measurable value. Executives, managers, and improvement teams across a broad range of industries, as well as IT professionals, can apply the techniques described in this publication to improve performance, add value, and create competitive advantage. The book's clear style and practical focus also makes it an excellent textbook for upper-level undergraduate and graduate courses in business, operations management, and business information systems.

"This book explores the recent advancements in the areas of lean production, management, and the system and layout design for manufacturing environments, capturing the building blocks of lean transformation on a shop floor level"--

Following in the footsteps of its popular predecessor, the second edition of this workbook explains how to apply kanban replenishment systems to improve material flow. *Kanban for the Supply Chain: Fundamental Practices for Manufacturing Management, Second Edition* provides readers with a detailed roadmap for achieving a successful and sustainable kanban implementation. Detailing the steps required for each stage of the manufacturing and supply chain management process, this updated edition focuses on creating an environment for success. It addresses internal mechanisms, including leveling production schedules, as well as external elements, such as conducting a thorough analysis of customer demand. Numerous techniques are presented for setting up kanban that consider a wide array of material types, dimensions, and storage media. This edition presents a wealth of new tools and techniques useful across the broad spectrum of manufacturing environments, including: A statistical data cleansing technique to remove questionable or irrelevant data from kanban calculations Correlation analysis based on simple Excel techniques to guide the decisions around which part numbers "qualify" for kanban An alternative "stair-step analysis" approach for those who are unable to generate correlation data and prefer to use more readily available monthly demand history An approach to analyze supplier performance data vs. lead time and lot size expectations, with risk mitigation strategies for poor performing suppliers This book is for those who are ready to stop thinking about a conversion from materials requirements planning push techniques to kanban pull techniques and want to make it happen now. Stephen Cimorelli provides actionable advice for installing fundamental kanban concepts that can immediately help you increase manufacturing productivity and profitability. The book includes team-based exercises that reinforce key principles as well as a CD with helpful outlines, charts, figures, and diagrams.

Topics include: The difference between kanban and conventional ordering systems. Types of kanbans. Six rules for optimizing a kanban system. How to use line balancing and load leveling in regards to takt time and kanban. When and how to circulate kanban cards. How to reduce the number of kanbans. Using kanban as a visual system. The kanban learning package includes the following: Leader's Guide 5 copies of *Kanban for the Shopfloor* 1 laminated job aid: A Kanban Implementation Summary 1 copy of the classic book *Kanban: Just-In-Time At Toyota*, and additional presentation materials on CD Purchase Separately: *Kanban for the Shopfloor* book - ISBN 1-56327-269-5 \$25.00 *Kanban: Just-in-Time at Toyota* by Japan Mgmt. Assoc. (ed), Translated by David J. Lu - ISBN 0-915299-48-8 \$45.00

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Toyota's world-renowned success proves that just-in-time (JIT) makes other manufacturing practices obsolete. This simple but powerful book is based on the seminars given by Taiichi Ohno and other senior production staff to introduce Toyota's own supplier companies to JIT. It teaches the philosophy and implementation of what many call the most efficient production system in the world. Provides a clear structure for an introductory JIT training program. Explains every aspect of the JIT system, including how to set it up and how to refine it once it's in place. Shows how to use a simple visual system to control the production process. Every day more American companies are learning that JIT works outside Japan. Now you can get started with this step-by-step book which guides you through the implementation process. Every engineer, manager, supervisor, and worker should read this book to get the clearest, simplest, and most complete introduction to JIT available in English. Results at American companies after reading this book: Lead-time on one product was reduced from 12 weeks to 4 days. Setup time on a large blanking press was reduced from eight hours to one minute and four seconds. Work-in-process has been reduced 50 percent plant-wide. Factory floor space was opened up 30 to 40 percent in every one of their plants.

This book gives a comprehensive account on the manufacturing techniques to synchronize the desired properties of both traditional and advanced ceramics. Offers exclusive and up to date information on industrial ceramic processing equipment and approaches and discusses actual industrial practices taking a product-oriented approach It should serve as a text to answer the processing of ceramics and achieve targeted product in industrial environment.

Trust and Power on the Shop Floor examines the shop floor processes of modern factories through two case studies. Maarten Verkerk draws on ethnography, organizational theory, and philosophy to offer an insightful analysis of how high-trust and high-power relations between management and labor are the keys to successful organizations. Verkerk ultimately offers a masterful study of the dynamics of the modern industrial organization.

Toyota Production System methods have rendered remarkable results in high-volume manufacturing plants, but they have not been fully understood and correctly applied in high-mix, low-volume environments. While lean principles do apply, the implementation methods and tools must be adapted and alternate methods embraced in a low-volume environment. This volume is specifically geared for manufacturers that have hundreds to thousands of active part numbers with few or no ongoing forecasted volumes, and for job shops that build only to order. The primary focus is eliminating non-value-added activities and instituting improvements on the most repetitive jobs, a strategy that gives you more time to produce your low-volume work or one-offs. About the author: Greg Lane is a faculty member of the Lean Enterprise Institute and an advisor to the Instituto de Lean Management in Spain. During his time with Toyota, he was one of a handful of candidates selected for a one-year training program conducted by the company's masters. He became certified as a Toyota Production System (TPS) Key Person and continued his work with Toyota, training others in TPS. He has been highly active in working on implementing lean around the world, supporting large and small companies alike. In 1998, he began to focus his lean endeavors on meeting the specific needs of high-mix, low-volume enterprises. During his time as an independent consultant, Greg purchased and operated his own manufacturing

company, which specialized in fast turnaround on high-mix, low-volume parts. Greg used TPS to grow the business and nearly double its sales. Greg and his associates have experience not only at adapting the methods contained in this book, but also in applying other tools that are too numerous to detail here. They can be reached for further support with your lean transformation via email: glane@lowvolumelean.com

The two-volume set IFIP AICT 566 and 567 constitutes the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2019, held in Austin, TX, USA. The 161 revised full papers presented were carefully reviewed and selected from 184 submissions. They discuss globally pressing issues in smart manufacturing, operations management, supply chain management, and Industry 4.0. The papers are organized in the following topical sections: lean production; production management in food supply chains; sustainability and reconfigurability of manufacturing systems; product and asset life cycle management in smart factories of industry 4.0; variety and complexity management in the era of industry 4.0; participatory methods for supporting the career choices in industrial engineering and management education; blockchain in supply chain management; designing and delivering smart services in the digital age; operations management in engineer-to-order manufacturing; the operator 4.0 and the Internet of Things, services and people; intelligent diagnostics and maintenance solutions for smart manufacturing; smart supply networks; production management theory and methodology; data-driven production management; industry 4.0 implementations; smart factory and IIOT; cyber-physical systems; knowledge management in design and manufacturing; collaborative product development; ICT for collaborative manufacturing; collaborative technology; applications of machine learning in production management; and collaborative technology.

Despite the numerous competitive advantages of one-of-a-kind production (OKP), the low efficiency and high costs associated with OKP companies threaten to push their business opportunities into the hands of cheaper overseas suppliers. One-of-a-Kind Production introduces a novel strategy and technology to help OKP companies to efficiently mass-produce customized products. In One-of-a-Kind Production, case studies from OKP companies are used to validate the feasibility and effectiveness of the OKP strategy and technology. These case studies include: a structural steel construction company, a manufacturer of specifically ordered compressors and refrigeration systems, a customized high pressure vessel manufacturing company, and a custom window and door manufacturer. To help readers understand OKP strategy and technology, the authors offer a year's free access to the OKP Management and Control Software System. This system is based on a new integrated production control and management concept, namely product production structure. It is a useful tool – and One-of-a-Kind Production is a valuable guide – for production engineers and managerial staff in manufacturing companies, as well as for university researchers and graduate students.

In recent years there has been a tremendous upsurge of interest in manufacturing systems design and analysis. Large industrial companies have realized that their manufacturing facilities can be a source of tremendous opportunity if managed well or a huge corporate liability if managed poorly. In particular industrial managers have realized the potential of well designed and installed production planning and control systems. Manufacturing, in an environment of short product life cycles and increasing product diversity, looks to techniques such as manufacturing resource planning, Just In Time (JIT) and total quality control among others to meet the challenge. Customers are demanding high quality products and very fast turn around on orders. Manufacturing personnel are aware of the lead time from receipt of order to delivery of completed orders at the customer's premises. It is clear that this production lead time is, for the majority of manufacturing firms, greatly in excess of the actual processing or manufacturing time. There are many reasons for this, among them poor coordination between the sales and manufacturing function. Some are within the control of the manufacturing function. Others are not.

Many shops have simplified their production control by using card-based systems such as kanban and Constant Work-in-Process (ConWIP). Although these systems provide a simple and highly effective visual approach for controlling manufacturing and service operations, all too many shops struggle with failed implementations or achieve results that fall below expectations. These outcomes can be attributed to a poor fit between the actual control problem and the solution applied. This book takes a different approach to most other books on the subject—as it starts with an introduction to the control problem, instead of the control solution. Card-Based Control Systems for a Lean Work Design outlines how the problems encountered in typical manufacturing shops and service providers can be characterized, which allows for improved problem diagnosis. The first four chapters of the book lay the foundations for problem diagnosis. The next three chapters then discuss, in sequence, each of the three "traditional" card-based control systems: kanban, ConWIP, and Paired-cell Overlapping Loops of Cards with Authorization (POLCA). The book explains how each of these card-based control systems works and identifies the specific type of control problem to which each system applies. The next two chapters focus on Control of Balance by Card-Based Navigation (COBACABANA), a system developed for high-variety shops producing made-to-order, customized products. This is the first book to discuss this novel approach, which includes the use of cards to estimate due dates or delivery time allowances. The book closes with a framework that provides guidance on which system to apply. This framework contrasts the control problem with the control solution. The potential of combining card-based systems is also discussed to create a nested solution.

The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of reaching beyond single-point kaizens to ensure a sustainable lean implementation process. Many people use the value stream map as an individual tool, but not within the context of a proven overall system. Value Stream Management: Eight Steps to Planning, Mapping,

and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets. DVD Package (see Catalog No. PP7338) A training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide.

Non-value adding activities are otherwise known as 'waste' in the lean construction lexicon. The aim of this collection is to build a common understanding of the role and contribution of value-adding activities in achieving stipulated objectives and continuous improvement in construction projects, and to contrast this with waste. Although the lean approach to construction projects has been widely covered, this is the first book that explicitly provides the link between value and waste in the Architecture, Engineering and Construction (AEC) sector. This internationally researched collection seeks to create a paradigm shift, which will shape work processes and future directions for how value is conceptualized and operationalized in both the project management and business aspects of construction. The readers will gain an understanding of: The value-adding paradigm in construction How to make value-supporting decisions Waste identification and control in practice With contributions from South Africa, Brazil, Norway, and the USA, the implications of this book are globally relevant. This is essential reading for all higher level students of construction management and economics, and all professionals interested in value management.

Kanban is the name given to the inventory control card used in a pull system. The primary benefit of kanban is to reduce overproduction, the worst of the seven deadly wastes. A true kanban system produces exactly what is ordered, when it is ordered, and in the quantities ordered. It is essentially a dynamic work order that moves with the material. Each kanban identifies the part or subassembly unit and indicates where each one came from and where each is going. Used this way, kanban acts as a system of information that integrates your plant, connects all processes one to another, and connects the entire value stream to customer demand. Kanban for the Shopfloor provides a working manual for those seeking to implement this method of production control in any operation. It defines the various terms and methods employed in kanbans, and illustrates how when adhered to, kanban is an element of continuous improvement that ultimately leads to the ideal of one-piece flow." In addition to reducing the waste of overproduction, kanban will help your company increase flexibility to respond to customer demand, coordinate production of small lots and wide product variety, and simplify the procurement process. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular Manufacturing

The Lean Expert: Educating and Elevating Lean Practitioners Throughout Your Organization outlines a method that can help organizations engage associates and empower them to achieve "expert status" in the nine core principles of Lean. By implementing the Lean Discipline Expert process detailed in the book, companies will demonstrate to their associates that they believe they are the organization's greatest assets, while empowering them to make lasting improvements to the organization. The book provides a robust and proven process for creating a Lean culture. It outlines a method, with defined steps, for the development of Lean Discipline Resource People that will help associates achieve "expert status" in the core Lean principles of 5S—Visual Management, Value Stream Mapping, Standard Work, Total Productive Maintenance, Quick Changeover, Error Proofing, Process Problem Solving, Material Management, and Continuous Improvement. You will be able develop Lean strategies, create a Master Schedule, initiate activities for supporting goals and objectives, and complete a Train-the-Trainer class as well as achieve facilitation skills to teach, communicate, guide, and lead Lean overview training as well as comprehensive subject-matter training. In addition, you will understand how the Lean Discipline Expert process can help to support associate involvement at all levels and learn where and how the nine principles overlap and interact. By engaging and empowering various levels of associates throughout the organization, you will provide strength and ownership for your business and, most importantly, your associates. The book includes access to additional resources on the book's page at www.crcpress.com. It includes a tracking mechanism for monitoring candidate progress, facilitation feedback forms, LDE checklists, and certificates of accomplishment you can use to acknowledge associates that achieve Lean Discipline Expert status.

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 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.

In *Inside China's Automobile Factories*, Lu Zhang explores the current conditions, subjectivity, and collective actions of autoworkers in the world's largest and fastest-growing automobile manufacturing nation. Based on years of fieldwork and extensive interviews conducted at seven large auto factories in various regions of China, Zhang provides an inside look at the daily factory life of autoworkers and a deeper understanding of the roots of rising labor unrest in the auto industry. Combining original empirical data and sophisticated analysis that moves from the shop floor to national political economy and global industry dynamics, the book develops a multilayered framework for understanding how labor relations in the auto industry and broader social economy can be expected to develop in China in the coming decades.

Although Lean and Six Sigma appear to be quite different, when used together they have shown to deliver unprecedented improvements to quality and profitability. *The Lean Six Sigma Black Belt Handbook: Tools and Methods for Process Acceleration* explains how to integrate these seemingly dissimilar approaches to increase production speed while decreasing

Cellular Manufacturing: One-Piece Flow for Workteams introduces production teams to basic cellular manufacturing and teamwork concepts and orients them for participating in the design of a new production cell. Use this book to get everyone on board to reduce lead time, work-in-process inventory, and other profit-draining wastes. Each chapter includes an overview and a summary to reinforce concepts, as well as reflection questions, which can be used to encourage group discussions. This volume is part of Productivity Press' Shopfloor Series, which offers a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics

To enhance and sustain its Lean journey, a company must implement information systems that fully support and enhance the Lean initiative. In *Easier, Simpler, Faster: Systems Strategy for Lean IT*, Jean Cunningham and Duane Jones introduce the case study of an actual Lean implementation involving the IT system of a mid-size manufacturer, highlighting the IT challenges that the manufacturer faced during the Lean transformation. Winner of a Shingo Prize, this book will provide you with a broader vision as well as a path to what a Lean system environment will look like for your company.

In the decade since the publication of Rajan Suri's landmark book, *Quick Response Manufacturing*, the innovative principles of QRM have been proven with impressive results at many companies, big and small, in a variety of industries. While the key principles of QRM remain unchanged, after a decade of teaching QRM workshops to senior executives, Suri

The philosophy of kaizen, which simply means continuous improvement, needs to be adopted by any organization seeking to implement lean improvements that go beyond cost cutting. Kaizen events are opportunities to make focused changes in the workplace. *Kaizen for the Shopfloor* takes readers through the critical steps for conducting a very effective kaizen event: one that is well planned, well implemented, and well documented. As the newest addition to the Shingo Prize Winning Shopfloor Series, *Kaizen for the Shopfloor* distills the complexities of jumpstarting lean processes into an easily accessible format for those frontline employees who make lean possible. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular Manufacturing

Russell and Taylor's Operations and Supply Chain Management, 10th Edition is designed to teach students understand how to create value and competitive advantage along the supply chain in a rapidly changing global environment. Beyond providing a solid foundation, this course covers increasingly important OM topics of sustainability, corporate social responsibility, global trade policies, securing the supply chain, and risk and resilience. Most importantly, *Operations Management, Tenth Edition* makes the quantitative topics easy for students to understand and the mathematical applications less intimidating. Appropriate for all business students, this course takes a balanced approach to the foundational understanding of both qualitative and quantitative operations management processes.

The control of manufacturing operations is of crucial importance in industry. The correct regulation of manufacturing activities makes the difference between meeting and missing customer requirements. Nowadays computerised solutions are available as an aid to production management. However, many companies proceed to use sophisticated computer tools without first understanding the basic operating principles. This book is written for students of manufacturing systems as well as people in industry who need a concise explanation of the concepts of Computer Aided Production Management (CAPM) or who may be looking for new ideas.

In a "pull" production system, the final process pulls needed parts from the previous process, which pulls from the process before it, and so on, as determined by customer demand. This allows you to operate without preset schedules and avoid unnecessary costs, wastes, and delays on the manufacturing floor. *Pull Production for the Shopfloor* introduces

This comprehensive and up-to-date text, now in its Third Edition, describes how the latest techniques in production planning and control are applied to contemporary industrial setups so as to meet the ever-increasing demands in industrial organizations for better quality of services, for faster delivery of products and for adapting to the rapid changes taking place in the industrial scenario. With the demands in the industrial arena increasingly tending to be lumpy, the most effective strategy for planning and controlling production processes cannot be a static, preconceived one. Instead, it is one that is flexible and is capable of adapting to the erratic changes in demand patterns. Evolving such a strategy requires more of practical skill than mere theoretical knowledge of the subject. This book explores the demands of the present-day industrial environment and the techniques for addressing these demands through a number of case studies drawn from Indian industries. The efficacy of various planning strategies, the methods for implementing them, and their suitability for different industries have been clearly explained in relation to these cases. While the essentials of theory have been covered in a simple and straightforward style, the stress is on developing the practical skills required to tackle the unpredictable problems and the unforeseen demands that pose a formidable challenge to modern industries. The book places emphasis as much on the principles of heuristic techniques as on the systematic approach to production planning. This book would serve as a useful textbook to postgraduate students of management as well as undergraduate students of industrial engineering. It will be equally useful to the teaching community and the practicing professionals. **NEW TO THE THIRD EDITION** • Includes a new chapter on 'Leagile Manufacturing: A Contemporary Manufacturing Syndrome' (Chapter 11) • Provides several references to explore more in the field **KEY FEATURES** • Gives solved problems that serve as numerical illustrations of the theoretical concepts. • The Case Studies given focus on the Indian scenario; these will be of great practical value to students and professionals alike. • Offers substantial coverage of the modern heuristic methods, the Kanban system and the ERP techniques.

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