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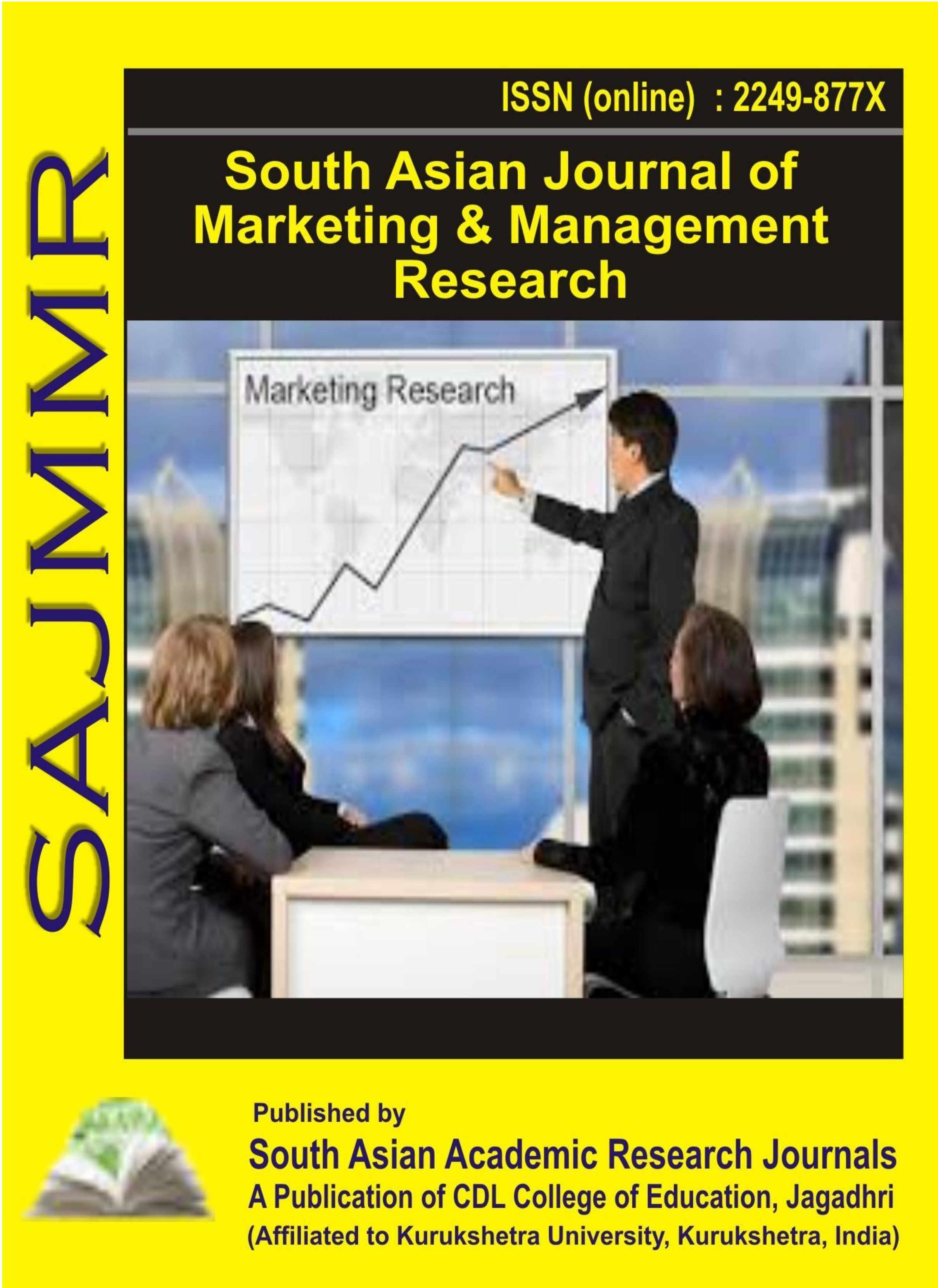

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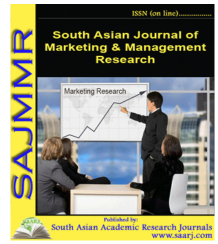

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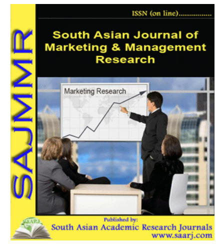

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TRANSFORMING TRADITIONS CULTURAL: SHAPING THE FUTURE TOGETHER

Dr. Narayana Srikanthreddy*

*Assistant Professor,
Department Of Management,
Presidency University, Bangalore, INDIA
Email Id-srikanthreddyn@presidencyuniversity.in

ABSTRACT:

Cultural change is a complex and multifaceted phenomenon that influences societies and individuals across the globe. This chapter provides a concise overview of cultural change, exploring its nature, drivers, and consequences. Cultural change encompasses a broad spectrum of transformations in beliefs, values, behaviors, and social practices within a given society, driven by a combination of internal and external factors. Understanding cultural change is crucial for comprehending societal dynamics, promoting diversity, and fostering inclusive and resilient communities.

KEYWORDS: *Adaptation, Assimilation, Diversity, Empathy, Globalization, Innovation.*

INTRODUCTION

I've saw several Lean projects fail as a consequence of the aforementioned situation or a version of it. The main point I want to make is that a company's choice to forgo a Lean endeavor was exclusively based on the significant cultural shift it believed would be necessary to make when Lean was first implemented. They often think that permitting line workers to shut down the production line is an impossibility since it would need significant cultural changes that they see as being out of their grasp. As a result, they choose not to even launch a Lean program.It is true that the company has to undergo a significant culture transformation before lines may be shut down to fix flaws. It's also true that this is one of the methods that give Lean Manufacturing its strength, and it is sometimes required. To make Jidoka a potent tool, however, Toyota had to undergo a shift that did not come easily, swiftly, or even very early in the TPS's development. Likewise, you do not have to use this strategy early on in your implementation effortsin fact, you should not, and more precisely, you will not be able to. It's really difficult to discuss how to use lean approaches in both order and pace. There are times when the methods, tactics, and abilities used are quite evident, other times when they are less obvious, and yet other times when the technique required appears utterly illogical. You will need to talk to your sensei on these subject multiple times, I'm sure.

However, it is important to manage the sequence in which the different Lean strategies, tactics, and talents are used. It would be absurd to attempt to educate your two-month-old kid how to play soccer by implementing a Lean initiative's first day using a strategy like line shutdowns by operational employees. Before then, it is not a realistic ambition to teach him soccer; first, he must crawl, then he must walk, and then, if he is interested in running, there may be some possibility. Additionally, adopting line shutdowns by operational staff from day one would require a significant culture shift, which is not a viable task as part of a Lean project[1], [2]. The manufacturing facility must first learn to crawl; it needs a product to sell, capable management, creative problem solvers, and a willingness to adapt. Then and only then will it be able to go forward and establish a strong quality system with high levels of product consistency, excellent process stability, and a thorough grasp of variance. Using this as a base, it may now attempt to operate by learning about quantity control and methods like JIT and Jidoka. After then, it may try to play on the field and participate in the game, which is the cultural shift required to maintain and strengthen the system.To attempt to drastically alter this natural path is to encourage failure, if not ensure it. A failure that is on par with expecting your two-month-old to enter the soccer field and playsomething that is obviously absurd. And you would agree that both are absurd if you had seen the things I have.

Some Difficult Cultural Change Issues

I have used the example of line shutdowns here as a quality control method for major cultural changes. They are many. The Toyota habit of not terminating workers is another illustration of this profound cultural divide. Toyota has created unique, sophisticated business skills to support this strategy that are intended to manage both their people and their company. Compare their system to the one used by your business. Will you guarantee your workers that you won't ever let them go after hiring the way you recruit, training the way you train, and acquiring new business the way you acquire new business?Before they can be implemented, other activities also need substantial cultural development. These include, among others, the capacity for good internal development and promotion as well as the capacity for efficient group problem-solving. The capacity to modify your organization's culture such that it not only accepts but also invites and even encourages changeas the TPS doesis the most important of all.

It's true that TPS culture is peculiar. All civilizations strive for stability, but the TPS craves change; the system, although seeming as if it is aiming for anarchy, is anything but chaotic. It is driven by a culture of continuous improvement that uses tried-and-true problem-solving methods and tried-and-true procedures to work toward common objectives. While the culture at Toyota is one of constant change, it is not the kind of energy-sucking change that permeates many cultures, particularly those chaotic cultures that go about changing deadlines and altering their basic production schedule almost daily, if not hourly, and then still use tools like overtime and freight expediting to meet shipping targets even though nothing out of the ordinary actually occurred. Everything looks useless and without purpose. Most of the time, these adjustments are unjustified, draining you of both your physical and emotional vitality. As a result, we must examine our paradigms and reconsider what chaos really is. Back to the need for change, albeit[3], [4].

DISCUSSION

A Difficult Cultural Change for This Implementation Initiative

Let's take a time to consider the normative culture and how our new Lean program may be implemented. In this typical society, change is not welcomed but rather opposed on all fronts. Our culture as a whole values consistency. When we announce that we have a new improvement initiative, the staff will immediately start asking us a number of questions. The majority of cultures, as they usually do, will doubt two things since they have seen these initiatives before. The two inquiries are:

1. How am I able to be certain that this is not simply another program of the month?

2. Does this imply that my employment is at danger?

Why do workers have these two opinions? Because it is what has already occurred. There is no getting around this problem if that is the history. It has to be addressed directly and up front.So, in an effort to calm their concerns, our Lean implementation coordinator explains that Lean is a much larger undertaking and that it is the genuine thing. Not just another POM, though. He meticulously discusses the operation of a Lean system, emphasizing pull systems that operate at takt by creating just what the client requires, decreasing inventory, and eliminating all forms of waste. In addition, he presents several charts, graphs, and figures that make the TPS seem to be the key to attaining the manufacturing promised land. He talks on and on about the commitment of management, employee participation, employee empowerment, and quality of work life, as well as a fresh focus on leadership and training. Both the presentation and the vigor with which it is delivered captivate everyone.One grumpy old engineer in the back row then raises his hand and queries. I've studied a bit about Lean, and my understanding is that the goal is to produce better goods with less resources. Is that all?

The moderator enthusiastically replies, Yes! after being satisfied.Well, the idea of being more involved and more empowered is quite appealing, the sarcastic old engineer continues. However, I disagree with your initiative since you want me to have a bigger role in managing the company's resources, of which I am one. I'm not sure why I should feel very happy, then.This is often followed by some throat clearing and some excellent subject-related dancing by the LIC. However, once it is on the, the subject remains there until it is resolved, much like the Cheshire cat in Alice in Wonderland. Additionally, you'll have a lot of explaining to do if your past includes previous improvement programs that resulted in layoffs. In all honesty, there are solutions to this problem, but they are neither simple nor kind. They just aren't as cruel as keeping up the false narrative.

Since the issue is now public, the question is: How do you win these individuals around to your cause when the reforms you propose would result in some of them losing their jobs? If that's all you do, you won't be able to win their support, and you're now in serious difficulty.Compare the culture of a regular organization with that of a lean organization like Toyota. Because they have focused on their culture for as long as they have been a firm, they simply do not have this issue. The Toyoda family's ability to see the value of culture and try to shape it from the outset was a key component of their brilliance. Additionally, they understood the need of offering job stability and virtually ensuring individuals a job for life. Nobody at Toyota needs to raise the question that the sour old engineer presented because of this history and the focus on job security. Therefore, bringing about change is not such a contentious matter for the Toyota manager. It is feasible to get to this position in your own Lean facility, but the journey won't be simple or quick. But there is no question that creating a culture like Toyota's is a worthy endeavor[5], [6].

Do not undervalue the need of handling these concerns in the context of the local culture, however. The main challenge in the field of cultural change is altering the culture to not just tolerate but encourage and promote change. If you want to start making deliberate changes to the culture, this is often where you should start.In the end, it is all these cultural competencies that distinguish the TPS from other production systems. A solid, robust, and well-established culture is necessary for all of these abilities. This growth does not happen fast or easily; it requires a lot of time, effort, and managerial talent. These cultural characteristics are what almost exclusively distinguish the TPS.

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Three Arguments Against the Centrality of Cultural Change

To be quite honest, designing and putting into place a pull manufacturing system with balanced, takt-operating, low lead times, and high standards of quality is not that difficult. However, to maintain it year after year and continually enhance the system, it takes a very unique culture that totally, and I mean entirely, embraces the idea of continuous development. We won't go into great depth about these profound cultural shifts in this book. Future efforts must be made to remedy them. So let's get back to the three reasons why I chose not to make these cultural shifts the main focus of my book for the time being. Many of these cultural development factors take years to establish, and some firms won't even attempt to employ them for a while. For instance, I am unable to name a single business that successfully used line stoppages for quality issues within the first three years of Lean deployment. I also can't single out just a few people that altered the facility's viewpoint on how to see challenges. Problems should be avoided and even disguised in most facilities. However, challenges are seen in Lean thinking as a avalanche of diamonds that help us enhance our systems and processes. Such significant shifts in thought and behavior do not occur rapidly. Even with a lot of work, they often are not simple to achieve. Therefore, my advice is to not begin there.

2Even if it is powerful and admirable, the TPS culture was not, in a sense, created out of nothing. It was produced and evolved as a consequence of ongoing purposeful management of it. In a nutshell, it also changed. The same process creating the culture and growing it via deliberate, persistent, ongoing efforts essential in your activities. Your Lean culture may be comparable to the TPS, but it won't be the same. Although much of the TPS culture may be immediately replicated and incorporated into your culture, it must be done at the proper time and in the appropriate manner. I would be sorry if I failed to mention this. Without realizing it, you will start to significantly alter the culture while applying the technical parts of lean manufacturing. With the support of your sensei, he or she will be able to standardize these changes in your culture and choose when and how to address the more complex cultural challenges.

Four Techniques to Get Lean

The first directive is, how to apply the four strategies to become Lean. Kaizen, or the practice of continuous improvement, may be applied with this approach. The prescription may be used to a point kaizen, or a small-scale improvement, such as making a workstation or a cell more efficient. Alternately, value stream kaizen, where a value stream is handled as a whole, might apply this prescription. This section discusses the diagnostic techniques that are used and how they may help you in your attempts to get rid of the seven production-related wastes. There is a lengthy to-do list of kaizen tasks meant to make your system lean once the four techniques have been handled. Chap goes into great depth about this remedy. and three case studies in Chapter provide more clarification on how to use this advice.

The Second Prescription How to Implement Lean

The second directive explains how to use all the materials and information in a project format so that your Lean design is effective.will come to pass. This prescription begins with a thorough analysis of the whole production system, delves into the particulars of value stream improvements, and culminates in an action plan. This prescription is more than just a list of actions to do.There are eight steps in the process, and it ends with a leaner process. Three case examples in Chap demonstrate the use of this second prescription, which is a tried-and-true method. How to Become a Better Money-Making Machine and More Secure. Be clear that this is not a primer on What is Lean or What is the TPS, despite the fact that much of that information is included here. It is a book to help, not a book on theory.Applications, and the book is about such applications[7], [8]. How can you guide your facility through the first three years of your endeavor while implementing the Lean principles?A workplace that is more secure, andA more effective money-making systemAnd to Manufacturing Professionals Seeking Huge Gains

Last but not least, this book was prepared for individuals in manufacturing who want to succeed in improving the health and resilience of their company as well as for those who are just trying to survive. One of the themes of this book is that you may achieve great success right now, which should be motivating for individuals who are just thinking about surviving. As you read, take close attention to how soon and how much these organizations were able to improve their situation by following the recommendations we have provided.Though manufacturing is the main emphasis, once the Lean concepts are grasped, they may be applied to a wide range of situations. For instance, we have used these ideas in manufacturing staff roles including training, purchasing, engineering, and testing laboratories, to mention a few. We have also used similar ideas in hospitals, clinics, hotels, private schools, restaurants, and other service-related settings. They may be used to a wide range of functions and industries. Their applicability is not endlessly vast, but it is quite extensive.

Using the Toyota Production System with Lean Manufacturing

We examine what Lean Manufacturing is and is not in this article. In doing so, we will describe lean manufacturing from a variety of angles and evaluate it against various ideologies, particularly how lean manufacturing stacks up against the Toyota Production System. We shall investigate the ideas Taiichi Ohno, the TPS's inventor, had on the system's singularity. Finally, we will talk about Lean Manufacturing's constraints and its use outside of the LeanStereotype.

The Common Meaning of Lean

The following is a typical list of what Lean Manufacturing and the Toyota Production System are known for:It is an extensive collection of methods that, when used together and developed, will enable you to first minimize and eventually get rid of the seven wastes. By decreasing waste, this approach will not only make your business leaner but also more adaptable and responsive.According to Wikipedia, Lean is a collection of 'tools' that help in the discovery and constant removal of waste, the enhancement of quality, and the reduction of manufacturing time and cost. Lean Manufacturing has a number of tools at its disposal to address the waste issue. Lean Manufacturing heavily borrows Japanese words from Toyota.

The '5 Whys', error-proofing, and continuous process improvement are a few of them. It may be said to use a strategy quite similar to other improvement approaches in this regard[9], [10].Lean Manufacturing and Lean Production are words that are sometimes used interchangeably with TPS. I'll often use the phrases TPS and Lean interchangeably when discussing the technical aspects of TPS and Lean. Because the procedure may ultimately function, it is known as lean:

1. Using less resource.
2. less financial commitment.
3. reducing the inventory.

4. taking up less room.
5. Using less personnel.

A Lean process, whether it is the TPS or another one, is distinguished by a flow and predictability that significantly lessens the uncertainties and chaos of traditional manufacturing operations. It is far more emotionally lean than non-lean facilities, in addition to being physically and financially leaner. In contrast to the normal chaotic, reactionarychange-the-plan-hourly-and-then-still-work-overtime-and-then-still-expedite-it-all manufacturing plant, people work with more confidence, greater ease, and greater calm.

The Toyota Production System and Lean

We will examine the TPS in great detail in order to better investigate the breadth of what a Lean Manufacturing system really is. even notwithstanding the possibility that the TPS is the greatest Lean system available. I believe it to be the greatest I have ever seen. Instead, as the TPS is the best-documented system and has a very lengthy track record of success, we will focus on it. It has not only shown itself to be effective, but it also serves as a prime example of Lean done extremely well.We should definitely pay attention to what the TPS's designer has to say if we want to really comprehend what it is. Ohno will be my judge in any dispute over the TPS. Lean and the TPS have been the subject of a lot of writing, but some of it is misleading. We shall take Ohno's ideas as the last word on the subject if there is any doubt as to what Lean or the TPS really are.

His book The Toyota Production System, Beyond Large-Scale Production is one of his best works on the topic. Ohno makes three crucial claims in it, which when considered as a whole characterize his TPS.The utter elimination of waste is the cornerstone of the Toyota Production system. The objective is to reduce costs. Our primary preoccupation after World War II was how to manufacture high-quality items. But starting in 1955, the issue was how to produce the precise amount required. If we put all of our definitions together, we might say something like, The TPS is a production system which is a quantity control system, based on a foundation of quality, whose goal is cost reductions, and the means to reduce cost is the absolute elimination of waste.

Defined: The TPS and Lean Manufacturing

All of these definitions, in my opinion, fall short of the true meaning of lean manufacturing. I don't believe Ohno gave it a more thorough definition since, frequently, we don't feel the need to explain things that are immediately apparent to us. Others may not be able to explain it more precisely because they are just missing the idea, while others may comprehend it but be unable to express it. The TPS, in my definition, is a production system that:

1. Concentrates on quantity management in order to save costs by getting rid of trash.
2. Is built on a solid foundation of high-quality processes and products.
3. Is entirely included.
4. Continuously changes.
5. Is sustained by a solid, healthy culture that is actively, continually, and consistently maintained.

This is what I mean by the TPS's fivefold definition. It is a far better way to describe the TPS, but sadly, those who are part of it already know this, and others who are not may not find this description very useful. I'll attempt to put these five TPS components in perspective as we discuss them more. The long-serving Chief Engineer of Toyota, Taiichi Ohno, is recognized as the TPS's chief architect. Shigeo Shingo and the Toyoda family made significant contributions as well, although Ohno receives the most of the credit for its conception, development, and application. Because he wrote the most about it or maybe merely took the most action, Ohno may also get the most of the credit. Both are unimportant. What matters is that Lean Manufacturing in general and the TPS specifically have made enormous contributions to society and manufacturing in particular, and we owe a great deal of thanks to those who started it and helped it develop even further.

CONCLUSION

The global social fabric is shaped by a continuing, dynamic process called cultural change. It happens as a result of the interaction of a number of factors, including advancing technology, changing demographics, social movements, globalization, and migration. These factors help to shape how cultural norms and practices change, which may sometimes result in the birth of new identities and the modification of social structures. The effects of cultural change are extensive and have an effect on many facets of society, including political beliefs, gender roles, and interpersonal relationships. Cultural transformation may provide doors for cross-cultural dialogue, the spread of information, and the emergence of global identities. However, it may also provide difficulties, such as the loss of cultural variety, the dissolution of old cultural traditions, and social conflicts brought on by divergent ideals.

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LEAN PRINCIPLES AND CONTINUOUS IMPROVEMENT: TWO PILLARS OF THE TPS

Mr. Kunal Saxena*

*Assistant Professor,
Department of Management, Presidency University, Bangalore, India,
Email Id-drkunal@presidencyuniversity.in

ABSTRACT:

The Two Pillars of the Toyota Production System (TPS), also known as Just-in-Time and Jidoka, have revolutionized the manufacturing industry and continue to be influential principles in lean production systems worldwide. This chapter provides an overview of the Two Pillars, their core concepts, and their significance in achieving operational excellence and continuous improvement. The Just-in-Time pillar emphasizes the elimination of waste and the synchronization of production processes to meet customer demand efficiently. It involves minimizing inventory levels, reducing lead times, and establishing a pull-based production system. By focusing on delivering products at the right time, in the right quantity, and with the right quality, Just-in-Time helps companies enhance operational efficiency, reduce costs, and improve customer satisfaction.

KEYWORDS: *Continuous Improvement, Efficiency, Error-Proofing, Jidoka, Just-In-Time (Jit), Kaizen.*

INTRODUCTION

The TPS, according to Ohno, consists of many methods intended to lower production costs. He eliminates waste as a way to save costs. The TPS, which is used to eliminate waste, is supported by two pillars.Just In Time is the first tenet. This method involves giving exactly the right amount, at precisely the right time, and at precisely the right place. Controlling amount is it.It actually forms the TPS's technological core. This is a section of the pillar that most people think of when they think about inventory control. But JIT is much more than a simple inventory management strategy. Many practitioners find it unexpected that a thorough grasp and management of variance are at the core of both quantity control and JIT.Jidoka is the second pillar. The employment of machines and labor together, using humans for the special jobs they are skilled in doing while enabling the machines to self-regulate the quality, raises a number of cultural and technological difficulties. Jidoka technically employs strategies like poka-yoke, andons, and machine-based 100% inspection. It is the idea that no flawed components should get farther along the manufacturing process. This is essential for kanban to function since it not only helps to safeguard the consumer and cut down on scrap costs, but it also serves as a tool for continual development. Allowing the transportation of defective components is a breach of kanban guidelines[1].

Tech Problems

So what exactly makes the TPS unique? Why is it considered so revolutionary? That question does not have an easy response. Let's start by examining the technical features, especially a few industrial engineering aspects. The basis for the quality and quantity control facets is laid forth by

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these technological abilities and strategies. Within the TPS, several dated engineering methods are used. There are also some classic approaches with fresh twists and some completely original ones. We will later talk about the more complicated integration, system development, and cultural differences. Let's first talk about some of these technological concerns, however, as I indicated. We will contrast a number of features of a manufacturing system that are either lean or follow the normal mass production model. In those instances when the TPS stands out among Lean facilities, we will also draw attention to it. These elements of manufacturing include:

1. A typical manufacturing cell or line's composition, as well as how quality is managed.
2. Managing various product models.
3. Technology usage: pull vs push.
4. Time changeovers as a problem.
5. How components and subassemblies are moved across the facility.
6. How demand and supply fluctuations for completed goods are managed.
7. How to manage quality.
8. How to handle changes in cycle times.
9. How to control line availability.
10. We'll go through them in sequence in the next section.

An Example of a Mass Prod Production Cell or Line

A flow line usually makes up a conventional Mass Prod manufacturing cell or line. Workstations are often set up in a row along a flow line. Each station contains inventory both before and after it. Instead of being part of a linked process, these workstations behave more like production islands. Product is pushed to the next station once each station's output is maximized to increase equipment use. Station by station, this the terms optimization and push production are of utmost importance. The plan, which all too often has a different plan for each island, determines the production pace. Large quantities of merchandise are often manufactured, one model at a time. Each batch is finished in an effort to meet the delivery deadline. Rework is not only widespread but also required and built into the process flow in the usual quality system, which is inspection-based and often carried out by people. This is quite different from the Lean approach, which generally entails a cell with a pull system, balanced at takt, and one piece at a time flow using a jidoka system.

The main distinctions are that each work station has the same cycle time, they are balanced, and all activities are synchronized. We will go into more detail on each of these later. One-piece flow is made feasible by the near proximity of all process stepson a cell, for instance. Between processing stages, no inventory is accumulated. Because of the proximity and limited inventory, the goods might flow. Additionally, each workstation has the same cycle time, making all workstations balanced. Manufacturing may synchronize as a result. Additionally, the balanced cycle time is planned to be at takt, which is the consumer demand rate. Production only happens when the consumer removes the product; otherwise, the product is manufactured at the same pace as the customer intends to withdraw it. In contrast to push manufacturing, this is the pull idea. The jidoka idea, which manages quality, not only identifies and eliminates any problems, but also starts rapid root-cause remedial activities. By using the reference techniques mentioned above, the Lean process itself is optimized rather than any of its component phases, skipping local work station optimization. The TPS is unparalleled in the application of jidoka principles, in large part because of the way Toyota has handled and continues to manage its culture. While many Lean facilities have excellent jidoka systems[2], [3].

DISCUSSION

Handling Multiple Models of a Product

Lean's ability to manage many product models is one of its specialties. Even though they employ the same manufacturing facilities, various models in a typical MassProd are often manufactured in huge batches. The batch operation is often used when changing models since changeovers are necessary. The idea of balancing the model mix is used in the Lean approach. Consider the case when we have three different product models. They are all created at the same process facilities and are A, B, and C. 50 percent of the models are A, with 25 percent each of B and C. Then, in our cell, we would concurrently construct these three models in the following order: ABACABACABAC. Naturally, OTS must be quite mature in this cell in order to do this rapid changeover, single minute swap of dies, or, more likely, its refining. For those who are unfamiliar with the TPS, it may come as a surprise that this is not as challenging as it seems. A heijunka board is used to plan the leveling of the numerous models in addition to carrying out the leveling and knowing which model to create. The production kanban that are taken from the product when it is withdrawn will be accepted by the heijunka board. These kanban are often cycled to the pacemaker step and the replenishment signal without ever going through planning; the kanban itself travels straight to the production cell.

Production Pull Methodology

Many people find the idea of pull production to be unclear, although it is an essential component of Lean. It is one of the most important instruments used to prevent overproduction, both at the local level at a particular work station and at the completed products level. Pull production refers to the idea that orders or schedules do not start the manufacturing process.Customer consumption is what starts manufacturing. In order to execute pull, the company must undergo a significant culture shift and start reacting to what customers really do rather than what they desire. The take one, make one principle underlies this manufacturing strategy, which is referred to as replenishment. In the majority of production situations, it is nearly difficult to have a pure pull system, yet they all have the same three features.

First, no manufacturing is started until there has been genuine demand.Second, storehouses are often required to sustain flow since the manufacturing process sometimes involves equipment that need changeovers or have inconsistent rates. As a result, the manufacturing process must supply the storehouse at a rate larger than the pace of client consumption. All storehouses must, however, have a maximum upper limit on inventory in order to keep things under control. In order to make pull a reality, the whole manufacturing process must have an upper limit on inventory.Third, only when the next downstream consumer in the manufacturing process arrives to take up the goods does the production start. The GM supervisor said, Yeah, I understand pull, cuz in a pull system we am notsendingnetting nowhere, somebody comes to git it, which gained a lot of attention for this feature.Push production systems are used in mass Prod systems. Pull systems are in opposition to them. They depend on plans and projections and make an effort to push the product to the next workstation. Due to the lack of inventory management, it is possible to have work-in-process explosions, extremely variable lead times, and an abundance of inventory issues. The variation brought on by schedule adjustments, which are often started by alterations in client orders, is the underlying fatal issue that pull production addresses[4], [5].

A pure pull system has the drawback of having to be a make to stock system. To make it work, you need inventory, and one of the listed seven wastes is recall inventory. Sometimes it is impractical to keep this inventory, thus the buffer is handled by a time buffer or approximated by a FIFO lane.Finally, I am only aware of two pull systems that have been successful in business.The two are CONWIP and kanban.

Transition Times

In mass Prod, the subject of changeover times is often entirely disregarded. Long turnaround times are often unquestioningly accepted. Consequently, while using model changeovers, you have two choices. First, whenever the equipment undergoes a changeover, the whole line may be stopped down. Naturally, this results in a loss of production. In this situation, it is necessary to oversize all of the equipment to accommodate for the downtime. Consequently, a bigger upfront investment is needed. As an alternative, what is often done is to oversize just the machinery that requires the changeover, to allow for the downtime, and to construct inventory buffers in front of and behind the machinery so the remainder of the line may continue to produce during the transition. At the cost of work-in-process inventory, this helps keep investment in the remainder of the line low. Furthermore, according to popular thinking, if changeovers are performed less often, the downtime associated with them may be spread out across a greater number of components, lowering the per-part cost. This accepted understanding causes lengthy runs and enormous stockpiles both before and after the equipment that needs the transition. Lean represents a significant paradigm change. In other words, we do not accept in Lean that the transitions will take a long period. Quick changeovers, often known as SMED, is the approach used. SMED technology significantly reduces the requirement to enlarge the machines. Additionally, there is less need to have inventories on hand. Toyota created and improved SMED technology. Shigeo Shingo is regarded as the father of SMED technology and not only invented a large portion of it but also wrote multiple books on the topic. A mainstay of the Lean toolkit is SMED.

Goods Transportation

Transporting components, completed items, and subassemblies at a Mass-Prod factory seldom resembles a lean facility. In between processing stages, almost all materials are pushed, and enormous amounts of WIP accumulate, taking up room and significantly increasing inventory and operational expenses. Raw materials are being managed as they would in a Lean facility, even in MassProd facilities, with the usage of kanban cards for raw material replenishment. But the similarities stop there. Kanban cards are often utilized in the MassProd system, however the whole kanban system is not[6], [7]. Instead, kanban rules are seldom obeyed; the worst mistakes are:Lack of process improvement due to the amount of kanbans not being reduced. the readiness to convey faulty goods.

Along with the other four kanban principles, these two rules are always observed in a lean manufacturing facility. However, kanban is seldom employed in mass Prod for subassemblies and final items. Instead, the volume is pushed through the system according to a timetable until it reaches the storeroom. In the process, enormous amounts of inventory buildup, and the lead time is both lengthy and unknowable. Another significant paradigm change is the Lean approach. A pull method is used in lean, as previously mentioned. as well as volume, time, and place-controlled inventory. Additionally, the TPS invented kanban, which is used for things like tools in addition to raw materials, completed products, and subassemblies.

Managing Variations in Product Demand and Supply

The scheduling determines how demand and supply fluctuations for final products are managed in a MassProd plant. The scheduler attempts to adjust the planning algorithm to react when requests alter or production rates shift. This is a very ineffective method that results in enormous stockpiles in addition to a lot of overtime, expediting, and late shipments. Additionally, it causes very high levels of tension and uncertainty. This kind of adaptation to these fluctuations in supply and demand is not only inefficient, but usually impossible. The production volume changes hourly or even minutely;therefore, the planning model cannot possibly be responsive enough to the real demands of the production line. The planning model is meant to be updated monthly or even daily, for example.

The effort to adapt to changes in demand and production is accounted for by two components in the lean solution. The variance in the processes is addressed first since it is thought to be a major issue. Lean addresses the fundamental problem of S processes early on in the project. As a consequence, effective process management significantly reduces variances. Second, the remaining deviations are controlled by categorizing the inventory into logical groups and, if necessary, using problem-solving techniques to address inventory withdrawals. These inventory divisions are as follows:

1. Stock cycles.
2. Security stock.
3. Reserve stocks.

Therefore, part of the buffer stock is eliminated, for instance, when a client arrives to pick up items in a quantity more than the anticipated demand. Buffer stock removal regulations demand that remedial action be taken right away after removal. Additionally, when a consumer picks up a product using a kanban system, the kanban cards are circulated and appear at the heijunka board in the production cell. The buffer and safety stock cards have a different color, indicating a change that needs the production unit to take action, such as scheduling some over-time to refill the inventory. If the kanban cards are picked up every hour, the pacemaker procedure will get the alert that something unexpected has occurred in two hours or less. The cell may then put in place a replenishing countermeasure. A countermeasure may not come into effect for a full week if that information is sent to the standard MRP system. For everyday operations, the lean approach is less dependent on centralized planning functions and is also more responsive. It should be highlighted that the traditional models of MRP, MRPII, SAP, ERP, BRP, SCM, and any other generic models are wholly unsuitable for production floor scheduling. Although many attempts have been made to make them responsive enough, they still lack internal shop floor planning capabilities. Kanban is often the best strategy for starting production. Although the shortcomings of scheduling technologies like MRP are beyond the purview of this book, you already know that your scheduling model won't ever enable you to become lean. However, if you want to learn more about this, Hopp and Spearman's Factory Physics does a good job of covering it[8], [9].

MassProd Quality Control

MassProd is altering a little bit in terms of how quality is controlled. Until recently, poor quality was solely a cost and volume concern. A crisis resulted if production rates could not be reached because of quality dropout, but if rates could be met, then the only financial incentive to eliminate defects was one based on short-term economics and quick impacts. Since product rework was frequent, the quality of the final product didn't much increase under this approach.But more recently, all production sites in the supply chain have been impacted by consumer expectations for a higher-quality product. Nowadays, practically all companies that are still operating at least claim to have a concept of continual quality improvement. Old habits change slowly, however, and most people are better at talking about quality than they are at providing it. The majority of typical quality systems rely significantly on attribute data and human inspection performed by inspectors. They usually merely sort out the flawed output in the end. Often, final inspection and test are the only times when proper inspection is performed.

The defect data are utilized primarily for yield and maybe quality cost data as these systems are not intended to be used for continuous improvement. Problem solutions may sometimes be totally missing or, at best, superficial. Since these facilities lack the people necessary for problem resolution, quality issues not only continue but often even those that have been solved recur. In the typical MassProd facility, issues are seen with an attitude of wanting to avoid solving them.Compare all of these efforts to provide quality to the Lean facility, which, like the MassProd model, places the customer's protection first. But quality management has a far wider scope. In order to optimize the process and significantly minimize the requirement for both process and final inspection, much more is done to examine the process than just check and sort the output. When compared to a traditional non-Lean operation, the Lean facility places an astounding amount of focus on process control. As a consequence, the Lean plant creates processes that are significantly more reliable, have longer cycle times, and produce better processes and products. This isn't rocket science; it just takes some good ol' fashioned hard effort and a firm commitment to process management.

The main use of inspection data, which is mostly variables data rather than attribute data in the Lean plant, is issue solution. Real issue solving is complex and widely practiced. Jidoka is used throughout the whole production process, not only at the last test. Jidoka's fundamental tenet is that no flawed components should go through the manufacturing cycle, even if this necessitates stopping production altogether until the problem's source has been identified and eliminated. This technique makes it obvious that production and quality are equal. Jidoka's second guiding premise is that it is an ongoing process of improvement. Poka-yoke are widely utilized, and via the usage of anodons and other types of operational transparency, quality issues become quickly apparent. Lean is distinctive in four ways when it comes to quality. The first three of these divisions are cultural rather than technical, as follows:

1. First of all, a quality issue is more than simply a reject; it is a systemic failure that is everyone's responsibility.
2. Second, rather than being ignored and forgotten only to recur, the quality issue is often good news, indicating a vulnerability that can now be addressed and fixed and leading to a more robust system.
3. Third, everyone takes part in finding technological answers to issues.

4. The technique employs a series of tools, including poka-yokes, to achieve 100 percent inspection.

How to Manage Cycle Time Variations

Variations in cycle times are not seen as an issue in MassProd. Since they are seldom quantified, they are mostly unknown and disregarded. Although typical cycle durations are known, considerable amounts of inventory must be kept between stations to keep average rates constant. The changes only impact production overall when the average cycle duration is maintained, and only at the expense of very high inventory levels. It happens often that attempts will be made to decrease inventories without recognizing the detrimental impact of cycle time fluctuations. Almost often, this results in a large decline in output rates as a whole[10], [11].Even when individual stations operate at design rates on average, it is quite typical for the aggregate lines to not operate at design rates in MassProd facilities. This results from the interplay of variation and line-dependent events. The cycle times at the Lean facility are constantly being optimized, along with major efforts to lessen the range in cycle times. Both the average and the fluctuation in cycle times are recognized, comprehended, and controlled in a lean facility.

There are often certain gadgets at the line to indicate if cycle time is being reached or not. Heijunka boards are often used with these instruments. It is typical to see counters and/or clocks to help the employees and inform them if the process has slowed for whatever reason in areas where heijunka boards are not utilized. These tools are provided for diagnostic reasons so process degradation may be identified and fixed; they are not supervisory in nature. Standard Work is another component of the Lean systems notion of transparency. SW is a collection of tools that allows a manager, engineer, or supervisor to assess how effectively a process is working and contribute to process improvement. One of these tools is a flow chart showing cycle durations for each process step.

The Management of Line Availability

Line and machine availability, like cycle time, is seldom tracked in MassProd, hence it is often unknown or unmanaged. The typical approach to manufacturing running behind schedule is generally expediting and working extra. Availability is recognized, comprehended, and controlled in a lean facility. Two difficulties are often at the heart of availability concerns. Materials are the initial problem; either faulty materials prevent the process from working, or supply shortages. Kanban or other pull system technologies may be the solution to both problems. Equipment downtime is often the second issue that negatively impacts availability. There are tools like andons that may flag issues, but Total Productive Maintenance is the main tool used to increase availability.

1. Technical issues summary.
2. The bulk of the technological challenges in the tps are generally summarized.
3. Utilizing pull production systems, manufacturing cells are flowing.
4. Balanced in order to produce synchronous flow.
5. Maintaining a takt rate.
6. Kanban is used to minimize inventory.
7. Leveled rate and product mix to reduce inventory.

1. Handling internal and external rate fluctuations by using cycle, buffer, and safety stocks.

Reviewing this list of tools and methods at the Lean facility reveals a glaring lack of originality. The TPS definitely predates the usage of cells and line balancing, two engineering concepts that have been used for a long time to reduce labor costs. Although not very novel, Lean employs the utilization of stringent inventory controls, operating at takt, SMED, and poka-yoke techniques with a rigor and a zeal not found in MassProd. They are thus not revolutionary; rather, they vary mainly in how they are used. Technically speaking, there is a variation in the application, although it is quite modest compared to the last three components of the TPS definition's five-part description.

TPS's Objectivity

The integrity of the system is the third key distinction. The majority of people equate integrity with honesty. Not at all. Because the term integrity is misused and misunderstood so often, it has come to denote honesty. This is not at all unusual. When words are misused, their meaning often changes. The Latin word integrate, which means to make whole, is the shared origin of the words integrity, integration, and integer. State or quality of being complete; undivided; unbroken, is what integrity implies. The TPS is different from other production systems in that it is a highly integrated manufacturing system. Both inside and externally, horizontally and vertically, it is integrated.

How is internal integration achieved? What qualities make it such that we can term it integrated? First of all, the supply to the consumer is handled as a single system that runs from start to finish. The client sets the speed of the process by consuming the product, making it a complete system. A take-one-make-one system is created when a succession of pull signals, beginning with client consumption, force the system to work together. Every technology faces the difficulty of making the system flow and of accelerating the product's passage through the system. Every technology has the difficulty of minimizing the distance the product travels and the delivery time to the client. The system is compacted and made smaller by making every attempt to reduce it in both time and space. A disintegrated system would be the reverse of an integrated system. a dispersed system that resembles a network of interconnected islands. Whether they are enormous monument machines needing extremely lengthy setup periods or batches of smaller machines, the TPS is intended to eradicate these islands of production.

The TPS is incorporated in two ways, the most significant of which is that there is a profound understanding of the notion of systems and that the system is the thing that needs optimization. They are aware of the fact that the system optimum is not necessarily the sum of the local optima.The majority of industrial systems aim for regional optimal circumstances, which often conflict with the global optimum. They could, for instance, seek for high labor or machine efficiency, even if that results in overproduction and completed items languishing in the warehouse without sales to cover their costs. In most plants, the accounting system and the objectives system are designed to push toward these regional maxima. It is simple to drive the whole system to a non-optimal place, or to put it another way, to squander money, if managers go forward without knowing the local consequences on the system performance, which entails moving forward without comprehending the integrity of the system. It is often difficult, if not impossible, to retain focus on what is best for the system when a manager is trying to maximize the performance of his division amid the shifting needs of the customer process that encompasses delivery, people, and raw material issues.

As a result, the TPS is integrated internally because it functions as a single entitysynchronouslyand always seeks to improve the system to provide the most value to the client.The TPS was the first system, nevertheless, to also be externally integrated. It has connections to the supply chain and the client on the outside. Because the client wants value, which is the basis on which the TPS is constructed, it is tied to the customer. Because most production systems are designed with volume and cheap cost in mind, their relationship to the client isn't as close.The TPS is intertwined with the supply chain as if it were an outgrowth of the plant. Before the 1973 oil crisis, Ohno began adding what he refers to as cooperating firms into TPS principles. He wrote the following in his book, The Toyota Production System, Beyond Large Scale Production:

The laid-in cost of an item was at this time, in 1955, the main, if not the only, concern of all consumers, although Toyota was actively teaching its suppliers the TPS and methods like kanban. Today, it is typical for a provider to ask their clients for guidance and help. This was revolutionary before 1974. However, it had the result of improving supplier connections to Toyota, which is integration.Many businesses have made an effort to imitate this supplier integration idea. What most people speak about is a long-term partnership built on mutual trust and support. But in the end, they don't collaborate with the supplier to figure out how to create it more affordably; they simply bludgeon them into producing a cheaper product. After a brief discussion on long-term partnerships and trust, the subject of expenses is brought up. So much for mutual trust and that long-term connection when this discussion concludes with the threat, whether explicit or subtly implied, if you can't cut the costs, we'll be forced to find someone else who can. Having dealt with a variety of customers and suppliers, I've seen that one thing that happens often is that clients will ask their suppliers to do tasks that they themselves are unable to complete. They may nevertheless be demanding even when they lack competence. Toyota is an exception to this. Without exception, I have discovered that they are also capable of aiding the provider for whatever manufacturing method they require, if not outright educating them. Ohno refers to this as the My plant first principle. It interests me that consumers would demand from their providers knowledge and standards that they themselves lack. I often pondered how they could possiblymuch less be able to help them, analyze if their vendors are following the rules.

1. Although Toyota has an integrated manufacturing system for numerous reasons, these ideas form its very foundation.
2. They are perfectly aware of what the clientele seeks: value.
3. They know how to provide value by avoiding local optima and adopting a production strategy that optimizes the system as a whole.
4. They have information on the system's output easily accessible to them.
5. If the system is not optimal, they are ready and eager to react to it.

CONCLUSION

The underlying ideas of Just-in-Time and Jidoka, which are the two pillars of the Toyota Production System, have revolutionized the industrial sector and continue to inspire excellence in lean production systems. Companies may fulfill consumer demand while cutting costs by following these pillars, which help remove waste, coordinate manufacturing processes, and deliver goods effectively. Companies can improve production flow, simplify operations, and lower inventory levels thanks to the Just-in-Time pillar. This strategy aids businesses in adapting fast to market changes, increasing resource efficiency and customer satisfaction. On the other side, the Jidoka pillar places an emphasis on quality and problem-solving. Organizations may assure consistent product quality, avoid defects, and promote a culture of continuous improvement by equipping frontline staff to recognize and handle problems right away.

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BREAKING BOUNDARIES: REVOLUTIONARY CONCEPTS IN THE TPS

Mr. Anil Gowda*

*Associate Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-anilbgowda@presidencyuniversity.in

ABSTRACT:

The Toyota Production System (TPS) has been widely recognized for its revolutionary concepts that have transformed the manufacturing industry. This chapter provides an overview of some of the key revolutionary concepts within the TPS, including Kaizen, Kanban, and Poka-Yoke. These concepts have redefined manufacturing practices and continue to influence lean production systems worldwide, driving efficiency, quality, and continuous improvement. Kaizen, a fundamental concept within the TPS, emphasizes the philosophy of continuous improvement. It encourages every employee to seek ways to eliminate waste, improve processes, and enhance overall productivity. Kaizen fosters a culture of ongoing learning, collaboration, and innovation, enabling organizations to achieve incremental improvements and long-term success.

KEYWORDS: *Lean Manufacturing, Muda (Waste), Poka-Yoke, Pull System, Quality Control, Standardized Work, Takt Time.*

INTRODUCTION

The fourth distinction is the fact that there is always room for improvement in terms of efficiency, productivity, cost, and waste. Toyota also has a strong understanding of the industrial industry because to their propensity for reflection and inquiry. They are aware that their system is never completely optimized and have a thorough understanding of the idea of ongoing improvement. The TPS must adapt and adjust if it is to become better.The educational process is the cornerstone of ongoing progress. Additionally, to educating employees and supervisors, suppliers may also benefit from effective training. They understand that the moment you stop attempting to learn, you stop becoming better.

The culture is the last and unquestionably most significant of all distinctions. It is a culture that values awareness. They are conscious of what is happening. Although it may seem strange, the majority of manufacturing plant managers have a limited understanding of how their facility operates. Lack of floor time, bad information systems, ambiguous goals and objectives, constantly changing philosophies, and a wide range of operational issues, such as low line availability, poor quality, and delivery issues, are all obstacles for them. When all of these problems are considered, a culture of chaos and firefighting is produced. It is understandable why they are not in the thick of things. Toyota has an awareness-based culture, which is particularly evident in how they characterize issues with inventories and operations.In addition to taking up space, resources, and time, Ohno claims that inventory masks a system's true issues, making it impossible to identify and fix them. The peculiarity of the TPS is that they look for issues. Most managers dream of the day when they won't encounter any issues. Toyota is an exception. Choose your subject from awareness to problems, value supply, or operational performance. One of the TPS's cultural traits

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is awareness.

Chap. 11 has a lot more information regarding Toyota's culture, yet it also just touches the surface of the subject. The cultural concept of continuity, however, merits a little attention in this context. W. Edwards Deming discusses constancy of purpose in his book Out of the Crisis. Toyota serves as the example for this. For more than 50 years, they have shown the same values. They and everyone else who works with Toyota, particularly their supplier chain, must abide by the same rules. The guiding principles have been upheld through several management changes and crisis after crisis, including those that put the company's very survival in jeopardy[1], [2]. Their guiding ideals have remained constant throughout. The culture has been so strong and has persisted so well because of this sort of continuity, which is almost unheard of in the business world.

The Definition of Behavior

The TPS has almost entirely contributed to the reduction of waste and the particular definition of waste. Ohno provided a definition of waste that no one else had fully considered. He listed seven different kinds of waste:

1. Transportation.
2. Waiting.
3. Overproduction.
4. Faulty portions.
5. Inventory.
6. Movement.
7. Too much processing.

Others have attempted to eliminate these wastes, but the TPS has precisely identified them and made a sincere effort to reduce waste moving forward. This is how the TPS is defined at the behavioral and action levels. However, one needs go further into Ohno's writing in order to really comprehend the TPS.

The Commercial Definition

When asked what Toyota was doing, Ohno is reported as stating in his book, The Toyota Production System, Beyond Large-Scale Production, there is little that would lead you to believe this is a business model beyond this discussion. There is just one debate on the concept of cash flow, or more specifically, how to utilize manufacturing to enhance cash flow. There are no talks of markets and market share, stocks and profits per share, paybacks, or return on investment. He doesn't even have the mathematics necessary to support manufacturing ventures in his previous financial conversations. The TPS is obviously a production system rather than a business system.

DISCUSSION

Several Revolutionary Concepts in the TPS

1. To appreciate the TPS and its genius, it is worthwhile to view some of its more revoluta-ternary concepts.
2. Supplying value to the customer

3. Reducing lead times

Focusing on the absolute elimination of waste; especially the waste of inventory. None of these ideas are novel, but several of the TPS's tenets are defended with such zeal that they seem to be the TPS's only distinguishing feature. Long before the TPS gained popularity, many companies would focus on one or more of these problems, but none had packaged it in such an integrated fashion. They also don't approach it with the same focus as the TPS[3], [4].

The Provision of Value to the Client

As it is used in the TPS, this idea is groundbreaking.From the beginning of mass production, two criteria were the main focus of manufacturing metrics. For manufacturing companies, cost and production rate were the two most crucial factors. Later, in the 1960s or perhaps the 1970s, quality started to be a big problem. To save manufacturing costs and ensure the product met quality requirements, the typical plant manager worked continuously to fulfill the production schedule.These three considerations are undoubtedly always on the minds of businessmen in today's world. Ohno, however, started to consider alternative possibilities. In essence, he replied, I know what my plant needs from a personal standpoint, but what does my plant require from a client one? His responsevaluebecame his primary metric. Value was defined by him as those items that the client was willing to pay for.

If this idea is really used, a lot of what a conventional plant accomplishes is now in doubt. Producing flawed products is obviously not a value-added activity, but take packing and shipping as an example. To convey the components of a vehicle, for instance, to the final assembly facility, we make substantial design efforts to create excellent packaging. To ensure that there are no losses during shipping and that the final packaging is suitable for our client, we use design techniques like Failure Mode Effect Analyses while creating the packaging. Now Ohno refers to both the shipping expenses and the packaging that we so carefully created as garbage. The fact that the steel is Brazilian doesn't matter to the buyer. He doesn't mind that the steel was packaged and shipped to Mexico, where it was stamped into a wiper blade holder, packaged, and sent to Detroit to be put together into a wiper blade assembly, ready to be packaged, shipped, and installed on a car before being prepared, shipped, and shipped to Seattle, Washington for sale to a customer.Before being mounted to the customer's automobile, this wiper blade traveled 25,000 miles, though four packing and unpackaging processes, hundreds of handlings, and four levels of suppliers, with all the expenses that go along with them. His main priority is making sure he receives a fair return on his investment.

This appreciation for and use of value is genuinely innovative.Another way to look at this idea is to compare it to what is known as the Golden Rule: Do unto others as you would have them do unto you. This is excellent advice, but quite honestly, it's a lot to ask of myself and others. It necessitates that you give a scenario your entire attention and consider precisely what you want them to accomplish to you. How do you want others to treat you is the question. Then go ahead and do the same to them. Although achieving this degree of reflection and separation is quite challenging, doing so will result in greater awareness and moral consciousness. It is then anticipated that one's awareness may prompt them to choose a course of action that is more fitting[5], [6].

But I still believe that this reasoning is flawed. It demands that you treat people like you would want to be treated in return. What about their desires, then? These issues may sometimes be clarified by simplifying them. Apply this to a straightforward task like purchasing a gift for a friend. Following this adage will result in you gaining what you desire from them. Maybe that's a decent present after all, but shouldn't we give them what they want? In my opinion. Giving presents may be challenging at times since it calls for a lot of empathy, which is becoming harder to come by in our narcissistic society. Since they receive what they want, not what you want, I think the Golden Rule should be Do unto others as they would wish to have done unto themselves.Ohno did this, putting himself in the customer's position and considering value. You might say that this is what the majority of common plants do. However, I have my doubts about this at this time. In order to live, plants prioritize that above achieving financial success. Contrary ideas make for interesting conversations, but ultimately, if a location is profitable, it will continue to operate. In the absence of something, it vanishes. not very complex. As a result, the conventional factory really only looks internally in order to live and grow, even if it seems to be looking at production rates, costs, and qualityand even the customer.

Do not misunderstand me; there is nothing wrong with thriving and surviving. Because the client relies on and requires the product, because the factory creates employment that people need, and because the business ultimately meets a number of social demands. Ohno simply made a significant departure from the way plants typically thought and, as a result, effectively attached his manufacturing system to the customer by allowing the latter determine how to rebuild it. He had a genuine connection with the client, and that relationship enabled him to provide what the client needed most: value.

Shortening of Lead Times

Ohno discussed what Toyota was doing in his book, The Toyota Production System, Beyond Large-Scale Production, and said that:The TPS is a method that is obviously designed to cut down on lead times, and that is the key takeaway from this. Beyond what has been cited, Ohno does not fully emphasize this topic in his works. Instead, he concentrates on the ways to cut lead times, which are waste reductions of course.Waste reduction is the method for lowering lead times, but the advantages of shorter lead times go well beyond the apparent financial savings from the waste that was removed. Several actions in the typical company show the beauty of minimizing lead times. Consider the situation when a specification has to be altered. The issue of product obsolescence and the disposal of such outdated equipment is constantly brought up by this. The more important business question, though, is Who pays for the obsolescence?This obsolescence's effect is diminished if lead times are shortened. The average production manager is not blind to this truth.

Lead time reduction, however, goes far further than that and can be observed in two variables that all managers want but few are able to accomplish. Shorter lead periods make a plant more flexible and responsive. It is more flexible in that it can adapt to changes in the customer's schedule. It makes no difference whether the change is in model mix, volume, or both. A plant is better prepared for both sorts of modifications with shorter lead periods.Future business is still another advantage of shorter lead times, which is not at all covered in the TPS literature. It isn't covered in the TPS literature since the TPS is intended for a company with a stable client base and some awareness of long-term obligations, and as a result, relatively low demand. For instance, the idea of takt asserts that there is a commitment on the part of the client about product demand. Not all firms operate in this manner. Consider a normal work shop where each task is distinct, such as one that produces cabinets or sells ordinary air conditioners. Although most of the mass production world is unaware of it, lead time is THE most important parameter for them, making takt calculation difficult for them. Not only does having a short lead time help their quality responsiveness and cash flow, but it also vastly raises their chance of landing future employment. The salesperson will generate a lot of business if he can provide short lead times and deliver. Even if he does not have the lowest pricing, he will outright steal business from established suppliers. Surprisingly, I have discovered from experience that the vendors with the quickest wait times are often ones with the lowest costs.

In reality, whereas large lead times do not necessarily ensure failure for this sort of firm in our fast-changing environment, short lead times can. In other words, for them, short lead times are equivalent to future business. Most factory managers and engineers first fail to see the potential of lead-time reduction.Lead times are unquestionably at the core of a plant's adaptability and reactivity, but Ohno aimed to shorten lead times in order to get payment sooner.The achievement of lead-time reductions, however, unlocks a variety of other equally potent production attributes. The plant first develops more responsiveness and flexibility. These industrial abilities are both evident and effective. The variance in the manufacturing schedule is particularly notable among the variations that are significantly impacted by having a shorter lead time. How precise is your production schedule for today or tomorrow? The schedule is generally quite nice. What about a week or perhaps a month from now? You may anticipate some demand variation as you get closer to one week or one month. What about in six months? What degree do you anticipate a change in the production demand? Therefore, the solution is straightforward: Cut the lead time in half to lessen this demand fluctuation[7], [8].

Through Complete Waste Elimination

Think about that: the absolute elimination of waste. Not the reduction of waste, but its eradication. According to Ohno in his book, The TPS, with its two pillars, advocating the absolute elimination of waste, was born in Japan out of necessity.Ohno divided wastes into seven major categories. As follows:Overproduction. This is the worst waste of all since it aggravates the other six wastes in addition to being a waste in and of itself. For instance, the volume that was overproduced has to be moved, stored, and examined. It also likely contains some faulty components. In addition to producing goods you cannot sell; overproduction also involves producing goods too soon. Overproduction is a fascinating topic since, in my experience, I have discovered that almost all of the overproduction is purposeful overproduction. It is planned, often for a number of justifiable reasons. However, after closer inspection, I discover that almost all planned overproduction has to be stopped. For instance, knowing there will be quality issues throughout the manufacturing process, many businesses prepare for excess production and buy extra raw materials to ensure they have enough completed items. This planning procedure, which is really simply guessing, greatly increases process variance. Even worse, a lot of businesses put a lot of effort into optimizing this planning procedure to reduce anticipated overproduction waste.

In order to eliminate the anticipated overproduction, which was really produced by the planning process, which perceived a requirement since there is a quality issue that impacts production numbers, we have to employ the already limited supply of technical staff. Why not address the quality issue instead and eliminate all of this waste, including the loss of technical personnel that was lost? It seems easy, yet it is often disregarded. This is only a case of employees choosing not to work for whatever reason. Short-term delays, like those that occur in an imbalanced line, or longer delays, such those caused by supply shortages or equipment failure, are both possible. This is the waste of shifting components. It happens when the product is transported to the consumer, between processing stages, and between processing lines.This is the waste that results from processing a product more than the consumer desires. This waste is often produced during the design phase by engineers who develop specifications that go beyond the requirements of the client. This waste is further increased by selecting subpar or ineffective processing equipment. This occurs when individuals move about needlessly, such when mechanics and operators are hunting for supplies or equipment. This is much too commonly disregarded as a waste. After all, the populace is engaged and moving.They seem busy. The test is whether they are moving or not, not whether they are moving. There are no examples of people mobility that provide value, in my opinion. Here, work design and workstation design are important factors.

The standard waste is this. Unless the inventory immediately results in revenue, all inventories are waste. It doesn't matter whether the inventory consists of completed items, work-in-progress, or raw materials. If it doesn't immediately safeguard sales, it is useless.Producing faulty components. Typically, this trash is referred to as scrap. However, Ohno's usage of the term making defective parts is typical of him. Since the majority of people refer to rubbish as scrap, they see the malfunctioning component as waste. Ohno goes far further than this. He labels the materials and labor used to produce the item as well as the part itself as junk. Ohno thought in terms of natural processes. He bemoaned the loss of the whole production unit in this instance, not only the production unit itself, as well as the time, effort, and energy that individuals had invested in creating the unit.A full manufacturing system is not provided by the TPS.The TPS isn't a fully functional manufacturing system. It is really just a small component of a manufacturing system. We need to briefly go back to Ohno's book in order to better comprehend what component of a manufacturing system it is, or rather, what it is not. He states that flow is the fundamental requirement and adds:Most people fail to see the significance of these two lines because they are so basic. But it's important to fully comprehend the implications of these two phrases, particularly for those who want to launch a TPS project. Let me paraphrase it a little, for instance:

From the conclusion of World War II until 1955, we had concentrated on raising the caliber of our products. By 1955, we had a solid understanding of how to provide our consumer’s exceptional service. We could decide how to offer quality and we could deliver it at a very high level after discussing the main quality issues with them. We employed a variety of instruments to develop these communication abilities, but the two most crucial ones were the straightforward customer quality questionnairewhich, of course, we statistically analyzedand the ability to deploy quality functions effectively. We stopped utilizing inspection, particularly human visual inspections, as a way to achieve quality a long time ago. Instead, we switched to process control to strengthen the procedure. To do this, we first honed our data collection and analysis skills using methods like those Ishikawa describes in his writings. Instead of product review, the great bulk of our data is now utilized for process improvement. Additionally, we developed strong skills in a variety of statistical methods so that we could examine our data and come to better conclusions. Even at the supervisory level at our plants, the four fundamental statistical techniques.

Measurement System Analysis, Statistical Process Control, Designs of Experiments, plus Correlation and Regressionre well-understood. We also assigned root cause issue resolution to all levels of personnel, which required that we train them in various degrees of problem solving, with the 5 Whys as the foundational method. The transformation of our quality, process, and product data was a substantial additional task. At first, the product attribute data made up the bulk of our data. We switched from a significant proportion of attribute product quality parameters to process variable characteristics. Early in our quality efforts, we learned how to connect attribute faults to process parameters since we realized that using attribute data would make it impossible to reach high levels of quality. We had been working really hard on quality since we were highly committed to offering high-quality items. We were able to provide exceptional quality while having extremely low expenses and quality-related losses because to Deming and a concerted JUSE effort. We had a manufacturing system that could consistently manufacture high-quality items, deliver them on time, and do so for a fair price what most Westerners would call a highly mature system. Quality was no longer an issue with production. We now had to consider the losses brought on by creating the incorrect amounts, particularly those that were made incorrectly and delivered to the incorrect locations at the incorrect times[9], [10].

That is what I would have written if I were Ohno since that is where they were at as a manufacturer. So, although the TPS that Ohno created has a quality base, it is not a quality system. It does have jidoka, but as we shall see, jidoka is only there to facilitate JIT. Additionally, and as an illustration, Ohno barely mentions Cp and Cpk, the two widely accepted measures of process capability or process goodness, which are reduced to Cp and Cpk for all measurement data in nearly every book you read on manufacturing and process quality. One must inquire why? It's because of what he claimed, that is, that they could already deliver high-level quality and that quality enhancements were not what they needed to concentrate on in order to increase their manufacturing excellence. He claims that quantity was the main concern. Make careful you spell the word correctly: quantity.

The implications of this knowledge are often rather depressing for a corporation wishing to begin its path towards lean. Ohno claims that after learning how to offer quality for seven years seven extremely concentrated years they then started down the path of quantity control. I'm confident in saying that the majority of businesses who consider replicating the TPS don't have the solid basis Ohno mentions in his publications. After all, the TPS only helped them advance since it is what made them Toyota in the first place.An intriguing side note is there here. Ohno and others like him are so brilliant because they don't mind if you attempt to emulate them. They are aware that you cannot do so until you take the same steps and lay the same foundation they did when they began their separate journeys toward quantity management.Most people believe they can skip this phase, and they are always disappointed to learn there are no shortcuts. The fundamental problems must be resolved if you wish to reap the rewards of the TPS. It does not imply that you shouldn't travel. I don't really say that. In other words, until the fundamental problems are resolved, your efforts will be in futile. With the right supervision, it is feasible to tackle both the quantity control and fundamental problems at once.

It Is Dangerous to Not Understand This Concept. The TPS is built upon a solid foundation, and a significant component of that foundation is high levels of delivered quality. This idea alone accounts for the failure of most firms attempting to adopt a Lean program. Not only did some of their efforts fall short of their expectations, but several outright failed.As an example, I once had a call from a prospective customer who was imitating the TPS. When their production rates began to decline and their on-time delivery fell below critical limits for survival, they phoned me. They called what they did a JIT Implementation. It took me around two minutes to identify their issues over the phone. Without the aid of a professional, they had attempted to implement a JIT system. They had jumped right into a plan to reduce their inventory in order to shorten their lead times, but there were two significant problems. First, they just had a cursory knowledge of the TPS. In doing so, they effectively gave a young youngster access to a powerful firearm. Second, even if they had a rudimentary understanding of JIT, their system was unable to reduce inventory without addressing the fundamental problems at the root of the problem, namely the reduction of process variance. As a result, the JIT system made their issues worse rather than better. I advised them to get treatment right away from a professional. They said they lacked the means to carry out that. My second-best suggestion was to reverse what they had done and go back to their original course of action so they might at least live. I'm not sure precisely what they did, but I subsequently found out that the company had shut down and that more than 200 employees had lost their jobs as a result.

CONCLUSION

The groundbreaking ideas provided by the Toyota Production System (TPS) have transformed production procedures and continue to promote effectiveness, quality, and continual development. Three fundamental ideas Kaizen, Kanban, and Poka-Yoke have revolutionized the sector and shaped lean manufacturing practices all around the globe. Employees at all levels are empowered by the continuous improvement mentality ingrained in Kaizen to look for methods to reduce waste and boost production. Organizations may make little changes that result in big long-term benefits in efficiency and effectiveness by developing a culture of cooperation and innovation.Others still use the TPS system, but they fall short of what it is capable of providing. There are no shortcuts, to put it simply, and understanding shortcuts are the most harmful. Therefore, if you want to start any project, be sure that you are committed to putting it into action and that you have a complete grasp of the initiative.

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A CRITICAL AND COMPARATIVE ANALYSIS OF VARIOUS PHILOSOPHIES

Dr. Ramalingam Mageshkumar*

*Assistant Professor,
Department Of Management,
Presidency University, Bangalore, INDIA
Email Id-mageshkumar@presidencyuniversity.in

ABSTRACT:

This chapter provides a critical and comparative analysis of various philosophies, exploring their underlying principles, applications, and implications. Philosophies play a crucial role in shaping human thought, understanding of the world, and decision-making processes. By examining different philosophies, we gain insights into their strengths, limitations, and potential contributions to various domains of knowledge and human experience. The analysis covers a range of philosophical perspectives, including but not limited to rationalism, empiricism, existentialism, pragmatism, and postmodernism. Each philosophy offers unique approaches to understanding reality, knowledge acquisition, ethics, and the nature of human existence. The analysis delves into the key tenets, historical origins, and influential thinkers associated with each philosophy, highlighting their distinctive contributions and areas of criticism.

KEYWORDS: *Continental Philosophy, Deconstruction, Dialectics, Empiricism, Epistemology, Ethics.*

INTRODUCTION

Eliyahu Goldratt came up with the idea of the Theory of Constraints while attempting to construct a planning tool to build chicken coops for a friend. Three main ideas are covered in the TOC. It begins by discussing process bottlenecks, problem-solving logic, and a dash of business theory that helps to clarify the subject of money in a manufacturing firm. Much as Ohno describes, his approach excels at reducing inventory, lead times, and batch sizes, all of which are necessary to hasten cash flow. The similarities stop there, however. Regarding waste in general and quality in particular, his idea is fundamentally flawed. I have discovered that for many companies, studying and implementing the TOC is a good place to start before they take the plunge into lean manufacturing.A variety of business-related philosophies exist, some of which are still widely used today. Most of them concentrate on manufacturing and are usually in reaction to Japan's success in the car sector. They are, in no particular order:

1. Principle of Constraints.
2. Deming's Method of Management.
3. Quality Management System.
4. Crosby's Methodology for Zero Defects.
5. Sigma Six.

6. Since there are several books and articles accessible for individuals who want to expand their studies, I will just briefly touch on each.

Principles of Constraints

On the other side, many techniques in the Lean toolbox become less useful if you have a pure make-to-order system with several routings and greatly variable machine cycle durations. Some of the TOC's methods and tools become more efficient. It is a good idea to grasp the TOC when you begin your Lean journey since nearly no firm has a pure make-to-stock system[1], [2].

Deming's Method of Management

Along with his 14 Obligations of Management and Seven Deadly Sins, Deming's Management Technique is absolute treasure. The trouble is that not many have figured out how to translate the insight discovered there into a reliable management or company practice. His books have a lot of sound ideas and guidelines, but it is unclear if they are integrated into a larger philosophy, at least not one that is widely applicable. Many businesses have adopted many of his lessons, but few have been able to translate them into a distinct company or manufacturing system, as I have discovered. TQM has been used by some to do this. The majority of articles about TQM portray it as a holistic philosophy that upholds the idea of ongoing company development. It is simple to observe the wide and deep effect of Deming, his teachings, and his 14 Obligations of Management on the design of the TPS and in Lean.

DISCUSSION

Crosby's Approach to Zero Defects

In the 1980s, Crosby's approach to zero defects gained a lot of popularity, and many businesses achieved advancements based on the premise of quality cost savings. Rework was commonplace at the period, and businesses could get away with quality standards measured in percents of flaws. Today, quality standards are assessed in parts per millions and have significantly improved. Today, very few people who are concerned about quality adhere to this mindset. First, it is founded on the misconception that it is possible to achieve zero flaws. Second, there are at least two significant issues with the main statistic used to guide the endeavor, called quality costs. The first problem is that a large portion of the significant quality expenses cannot be measured. What is the actual cost of a customer return, for instance? How much does a field warranty failure cost? How much will the lost business in the future cost? Even worse than that, the American cost accounting system does a poor job of capturing quality expenses. The profit and loss statement and the tax problem are two company demands that are addressed by our financial accounting solutions. It is not intended to account for costs like those associated with low quality.As a result, a zero defects program is unable to account for the expenses, and the engineers whose responsibility it is to lower these quality costs wind up being mired in the cost structure while attempting to realize savings from their initiatives. Once this happens, they become specialists in the cost system, which causes quality difficulties[3], [4].

SixSigma

The idea of Six Sigma has, quite simply, recently enjoyed a lot of success and media attention. The vast majority of media attention is directly or indirectly connected to GE's significant endeavor, which was made extremely public by its now-retired CEO, Jack Welch. Motorola and Mikel Harry's work are responsible for the development of Six Sigma. I learned about it for the first time as a design principle and tolerancing mechanism in Motorola University's book Six Sigma Producibility Analysis and Process Characterization. This approach aimed to create a Six Sigma quality product by beginning at the design stage. One with less than 3.4 flaws per million chances was considered to be this. Later, the idea of Six Sigma was expanded to include a method for addressing problems, and the Six Sigma curriculum has now been standardized with the availability of Six Sigma Blackbelt and Greenbelt certifications.The Six Sigma idea has evolved since its beginnings at Motorola and has had varying levels of success. In his books, Welch said that GE contributed $10 to the bottom line for every dollar invested on Six Sigma initiatives. Blackbelts and Greenbelts were present at most big GE sites, and these internal consultants were essentially put up as cost centers. Others have attempted to market yet another product by combining Six Sigma with Lean Manufacturing under the term Lean-Sigma or in a similar double-barreled manner. Most people now understand that Six Sigma is a project-based, problem solving initiative which uses basic as well as powerful statistical methods to solve business problems and drive money to the bottom line of the business[5], [6].

Given that, Six Sigma is a great collection of tools that may improve problem solving in any kind of organization, whether it be manufacturing-related or not. It is neither a manufacturing system or a manufacturing philosophy. For instance, we always mandate that Blackbelts complete a project throughout the course of their four-month training. We also monitor the monetary profits that affect the bottom line; these must be shown on the balance sheet. Four months following their training, a recent group of 14 Black-belts had booked $1,030,000. Their initiatives added $3,500,000 to the bottom line at the end of a year. The Six Sigma issue solution approach is a good one that helps the business become a more potent money-making machine since other groups behave similarly. However, the Six Sigma concept is not one of manufacturing. Although it is an entirely distinct species from the TPS, it is absolutely compatible with the TPS.So, what exactly distinguishes the Toyota Production System from the lean methodology?The phrase Lean Manufacturing was probably coined or made famous by James and Womack when they released their seminal book The Machine That Changed the World because it produced goods by:

1. Less content.
2. Less money spent.
3. Reduced inventory.
4. Less spaces.
5. Fewer people.

Although the Toyota Production System and the phrase Lean Manufacturing have come to be synonymous, there are at least two distinctions. The first is a rather minute distinction that has more to do with how Lean is applied, while the second is the key distinction between Lean and the Toyota Production System.Many people miss the first change because it is so subtle. It has to do with where the journey towards lean began. Remember that the hallmark of Lean is quantity management. When Ohno began in 1955, he had a very reliable quality control system in place. More than only sound, his system of quality control was also well developed. In actuality, the Toyota Motor Company existed before the initial use of the judoka system. In 1902, it was carried out at the Toyoda Spinning and Weaving Company. Few businesses today have this same mature and strong foundation of quality when they launch a Lean effort. As a result, they must deal with a major quality issue while also attempting to apply quantity control measures. Consequently, firms nowadays need to invest more in quality control in order to accomplish a Lean program. As a result, Lean initiatives nowadays are often associated with quality control as well as quantity control, which was never a problem for Ohno.The second distinction is more pronounced. By just following the instructions in this book, many firms may become lean. They may cut lead times, increase flexibility and responsiveness, and overall become a stronger firm. They will also see significant increases in profitability. In all honesty, this is not that difficult. It requires strong leadership, a workable strategy, an inspiring atmosphere, a few problem solvers who are prepared to make changes, and plain ol' hard labor. You may become lean if you combine these qualities with a significant amount of humility and reflection[7], [8].

Not getting there is tough; staying there is. Here, the Lean facilities that have persevered stand out; of course, the Toyota Production System is the ancestor and pinnacle of them all. Toyota has been a leader in improving manufacturing processes for more than 50 years, and they continue to do so today. They have achieved this not just by putting Lean concepts into practice but also by managing the culture in a manner that ensures these benefits are maintained despite any change or difficulty. They actively, persistently, and consistently manage their culture.Ohno was a genius at altering culture and then establishing the environment necessary to maintain those changes. The major distinction between Toyota and many other businesses some of which are extremely lean lies in this area. Toyota has been successful in controlling its culture such that the improvements are maintained. Although it seems straightforward, it's not. The TPS was developed on a solid basis of quality control and may be summed up as a production method that places a strong emphasis on quantity. Although Lean is a quantity control system as well, it is almost always necessary to establish a quality control system as well. Second, the Toyota culture drives and supports the TPS, which is a production system. Other Lean companies seldom have the same robust, focused culture as Toyota, at least during the early stages of deployment. However, with significant effort, particularly in the area of culture, these Lean enterprises might have a production system that excels even close to the TPS. Because of this, even though the TPS is lean, not all lean manufacturing practices adhere to the TPS's requirements.

Do not let it deter you. Over 60 years ago, Ohno and Toyoda started working on the TPS, building on the work of others who came before them, particularly those at the Toyoda Spinning and Weaving Company. The Toyota culture was not established overnight. To build the culture they desired, it literally required decades of effort, commitment, and trial and error. The important thing is that they determined what they had to dowhat Ohno refers to as acting out of necessityand not only did it but also managed it according to a long-term philosophy of development and integration. You may act similarly out of need, but only if you're prepared to commit to and make the same kind of long-term and short-term sacrifices that Toyoda and Ohno did.

Copying and a Lack of Comprehension

This is a universal fact, and nowhere is it more evident than in the many ways in which Lean is attempting to be emulated. Imitation is the purest form of flattery. Lean this and Lean that may be found just about everywhere. It's amazing what you can discover if you search for Lean on the internet. To mention a few, there is lean management, lean education, and lean healthcare. Then, some practitioners utilize Lean as a new prefix for a double-barreled term to spruce up or distinguish a previously established subject, such, but not limited to, Lean Six Sigma and Lean Software Development. All salespeople are aware that lean is in today.It intrigues me that so many individuals struggle to understand how Lean concepts apply to their company even when it makes perfect sense for them. Nevertheless, I also see some individuals bent out of shape trying to mold Lean into what they believe it should be. For instance, I was helping a small group of people who were attempting to apply Lean concepts to direct their efforts to enhance education. I enquired as to how they arrived at the selection of seven after spending many hours creating the 7 Wastes of Education. After making a significant effort to catalog the wastes and then force-fit them into seven categories, their response was, That's what the TPS has. I thought it was at best somewhat intriguing and at worst unproductive.

The Enterprise Level and the Product Level: A Two-Part Discussion

Lean Manufacturing and the Toyota Production System were created with a specific set of business requirements in mind. It would seem logical that Lean Manufacturing might be used in situations other than vehicle manufacturing. Similarly, it would seem logical to anticipate that the usefulness of Lean Manufacturing principles and methods would diminish if you considerably deviated from these fundamental business circumstances. Therefore, it makes obvious that not every situation may benefit from the use of lean principles and techniques.In reality, after some consideration, it seems that the enterpriseor some people may refer to it as the business levelmust be motivated by four fundamental notions. The company is not well-suited to employ Lean as its main business strategy if it lacks any of these. These fundamental ideas arethe business must operate in a free-market setting that is competitive.

There just isn't enough incentive for organizations that aren't fighting for existence, profitability, or both to go through the pain of the significant cultural changes required to undertake a Lean effort.A clear consumer focus is necessary. The business must be aware of its clients' identities, needs, and preferences. The business must work tirelessly to fulfill customers' demands and strive for constant improvement in both customer discovery and satisfaction. These client demands and desires are referred to as value in Lean[9], [10].The removal of waste must be a major approach in providing value to the client.Even at the sacrifice of short-term advantages, the company has to maintain a long-term perspective.Lean as a guiding corporate concept would thus not be a suitable fit for organizations that lack a strong customer focus, are not motivated by survival and development, and are not prepared to eliminate waste over the long term. In truth, Lean will fail in the vast majority of situations like this.The examples that follow are a few of them.

Athletic Teams

Professional sports organizations make terrible candidates because they are virtually exclusively concerned with short-term advantages. They may just focus on winning the Super Bowl at the conclusion of the season, for example, but if that is out of their grasp, it is not unusual for them to make a significant shift in the midst of the campaign. In an effort to improve their chances of being competitive the next year, they will remove the coach and release experienced players who make significant wages.Think back to the Florida Marlins, who after winning the World Series entirely unloaded their expensive squad and finished worst in the league the following season. I'm amazed that a class-action lawsuit was not filed against them by some ticket holders. I'm not sure whether it's legal to liquidate a roster that way, but it's definitely not done to give the client more for their money. It's also not an indication that a company is trying to compete. It exhibits the highest level of smugness toward ticket holders.

Sports organizations could be the ideal setting for Lean to fail. They face no difficulties in surviving. In actuality, they have almost a guaranteed income from television and are a monopoly.

They are also not at all interested in trash reduction. In fact, they deliberately create waste since they can shift the expenses to others without consequence. Third, a feeling of long-term stability is absent. Their catchphrase is really What have you done for me lately?Finally, despite all of their claims to the contrary, they no longer see each individual fan as a consumer. The bulk of tickets are purchased by companies due to the high cost of tickets. Additionally, the networks are really their clients since the bulk of their revenue comes from television.

Charities

How about nonprofits? They don't have a business incentive, hence there isn't enough drive to implement Lean. In reality, I've worked with nonprofit organizations that struggle with not spending all of their grant money before the end of the fiscal year. So they look for ways to spend the money since they think they will get less next year. They typically produce waste instead of reducing it.

Not-for-Profits

What about other nonprofit organizations? In the governmentthe institution that is meant to work for you and meLean is a topic that is discussed often. They seem to have forgotten who their ideal clients are, in my opinion. There is absolutely no chance that Lean can be used as a guiding principle at the highest levels of government administration. The top few are concerned about surviving, but for them, it's not about surviving as a company, it's about surviving in their particular jobs. Their main concern is the reelection problem, which is a self-serving survival tactic. Money is used to fund reelection campaigns; this money is obtained via organizations like PACs, which are mostly funded by businesses. A PAC or a significant contributor is more likely to be a high-ranking government official's customer than the average person. Grandma Jones' Social Security check is unimportant to PACs and big corporations. They have their own selfish interests in mind. This makes it a total mismatch for the adoption of Lean as a corporate strategy.

Although not from the top, I do see some potential for the use of several Lean techniques. The level of government that you and I engage with needs to use lean techniques. It has several uses, such as at the Department of Motor Vehicles or the Social Security Office. All of these organizations operate at the service provider level, far from the top-level politicians, and all of their operations might stand to gain from the adoption of lean manufacturing methods. Given how effective Lean methods are in reducing waste, any astute politician looking to gain notoriety has access to a potent weapon. He might use it as a strategy to win reelection and advance Lean in the government if he used it at the right moment and in the right manner. The U.S. government desperately needs to reduce waste. In all honesty, it is a Lean opportunity that has passed its prime. How and by whom it is applied will be crucial.

The Sector of Health Care

There are some, although fewer than I would like to see, opportunities for health care organizations to use Lean technologies. Lean should function rather well in a small medical practice with one or two physicians and a small team. These businesses are often customer-focused, interested in producing money, and long-term oriented.However, there are significant problems in the hospital that limit the implementation of lean. Who exactly is the client is the first issue.The hospital will confirm that the person is the patient. However, it is mostly incorrect and just half accurate. Why then is the patient not really the client? Consider the characteristics that define a consumer. It is uncommon for the normal patient to go around for a cheap provider when

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they want an MRI or knee surgery. Instead, most individuals just go to the place that their doctor directs them to, unless their insurance will not cover that expense; in that case, they will travel to the location where their insurance will. So, based on this metric, who is the hospital's clientele? By this standard, you are not the client since they are wooing the medical community and insurance providers here. Who pays for the service if you use it, though? The insurance company is now here. Guess who in such situation qualifies as the customer?

In reality, every healthcare institution I've visited, including emergency department services, has verified my insurance before seeing me. So, under this standard, who exactly is the customer? I suppose you get my point. Most major providers don't see the patient as their client or consumer. If they say the patient is the client, they are at the very least perplexed. Therefore, there is no chance of using Lean as a company concept unless significant changes take place.But Lean Can Only Apply So Widely.I cannot see Lean concepts becoming the guiding philosophy of the company or organization in the examples above mentioned since the main driving factors of the firm are so unlike from the driving forces behind Lean.But hold onto your hope. There are a number of business processes in each of the cases I've outlined here where Lean process tools are still only partially applicable. The client is considerably more clearly defined in many internal operations of these businesses, and quality attributes may be identified, assessed, controlled, and improved.

Professional sports, for instance, exhibit both the finest and worst uses of lean concepts. In most sports, waste collection is not crucial, but pay attention to how a football team performs during its two-minute practice. Another exceptional instance of driving out the wastes is a NASCAR team when it is making a pit stop; it is a highly unique use of driving out the wastes in the process to score a touchdown. Where else can four tires be changed, a vehicle be fueled, have its windshield cleaned, and have the driver grab a drink all in the space of a few seconds? Here, every unnecessary action is removed in an effort to make this pit stop as brief as possible. Or, even if you have to pay a 500 percent premium, just because a professional football team is not a Lean organization doesn't mean you can't get a nice hot dog at the concession stand with the least amount of wait time while you watch the game. Similarly, just because your hospital cares more about your insurance provider than it does about you does not mean they can't provide nice meals on time for their patients or get you to your MRI in a timely manner.

Even though the upper levels of the business of government are driven by major firms and PACs, it doesn't mean you can't renew your driver's license using a Lean process. Recall that wherever there is a value stream, Lean principles will apply. Lean concepts may have some application in the government, just as they do in the other instances presented; these applications are only constrained.What I'm trying to say and I'll say it again to clear up any misunderstanding is that organizations that are not customer-focused, do not have a survival motive, do not make a concerted effort to cut waste and deliver value to the customer, and do not adopt a long-term philosophy of growth and service cannot become candidates for Lean as a guiding business philosophy until they change. However, they may still use some of the Lean process management technologies for certain of their internal processes, especially lower-level ones.Does this imply, however, that Lean as a business philosophy will inevitably succeed for the company if it does satisfy these requirements, is competitive, has a clear customer focus on giving value by eliminating waste, and is in it for the long haul?Yes, but to different degrees as a result of the product's three main characteristics. The Lean Stereo- type is the result of those elements coming together. In particular, the more the company embodies the Lean Stereotype, the more equipped it will be to use the Lean tools in the struggle for survival and professional growth. The strategies, tactics, and abilities of lean manufacturing were designed specifically for the sort of firm known as the lean stereotype. As a result, a company will be able to more directly implement the strategy, tactics, and abilities of the House of Lean the closer it gets to this archetype.

CONCLUSION

In conclusion, an examination of different philosophies critically and in comparison, to one another provides important insights on the variety of human thinking and its uses. We may build a greater comprehension of our reality, participate in more nuanced conversations, and foster intellectual progress by grasping the advantages, disadvantages, and transdisciplinary implications of various ideologies. Accepting the diversity of philosophical viewpoints encourages critical thinking, open-mindedness, and the quest for knowledge and wisdom. The comparative comparison of philosophies also emphasizes how philosophical concepts relate to other fields of knowledge. Aesthetic expressions, political ideologies, ethical frameworks, and scientific research are all influenced by philosophical ideas. Understanding these relationships encourages multidisciplinary conversation, allowing for a more thorough comprehension of complicated problems and the creation of well-rounded solutions.

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LEAN APPLICABILITY: CONTINUOUS PROCESS INDUSTRIES

Ms. Pramoda Hegde*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-pramodah@presidencyuniversity.in

ABSTRACT:

This chapter examines the applicability of lean principles in continuous process industries, exploring the challenges and opportunities faced in implementing lean methodologies in these contexts. Continuous process industries, such as chemical manufacturing, oil refining, and power generation, present unique complexities due to their continuous flow of materials and the nature of their operations. The key considerations and adaptations required to effectively implement lean practices in such industries, with a focus on improving operational efficiency, reducing waste, and enhancing overall performance. Implementing lean principles in continuous process industries requires a thorough understanding of the specific operational characteristics and constraints inherent in these environments. The chapter explores the challenges of balancing continuous production with lean techniques that traditionally rely on batch processes or discrete manufacturing. It also delves into the complexities of managing raw material variability, process dynamics, and the interdependencies between different stages of the production cycle.

KEYWORDS: *Just-In-Time (Jit), Kanban, Kaizen, Lean Production, Line Balancing, Poka-Yoke.*

INTRODUCTION

The transition from discrete parts manufacturing to the continuous process sector has the earliest and lowest negative impact on the application of lean manufacturing. This would include, to mention a few, the manufacture of chemicals and petroleum, the food processing industry, and the pharmaceutical industry. My experience is in petroleum refining; thus we were able to apply the aforementioned concepts nearly entirely, with one significant exception: destroying the batch. We were able to manufacture to takt, generate flow, and apply pull systems. We could also recognize waste and work toward reducing it. Refining had one significant issue: The batch is the unit you work with. And the batch may sometimes be rather huge due to need. Other times, it was feasible to drastically decrease the batch, which would improve the lead time. This batch reduction may result in an enhancement in those two excellent business tools: flexibility and responsiveness, as one could anticipate.

Most of the time, batch size reduction was simple to do. The petroleum industry has always relied on making batches, so shifting that paradigm was very challenging. The tide was strongly in opposition to batch size decrease. The continuous process sectors, such as chemicals and refining, where the capital expenditure per person is substantially higher, must also be considered as a consideration in these firms. For instance, it's not unusual for refining companies to spend $4,000,000 in capital each employee. In comparison, many of my current customers, who are

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primarily tier 1 auto suppliers, have a capital investment per employee of between $3000 and $50,000. These firms will perceive their wastes slightly differently as a result of their significant capital expenditure.

Unmet customer demand is the second biggest factor that reduces the usefulness of lean operational approaches. It is simple to see that this is a significant barrier to the use of lean concepts when you contrast the three-year contractual demand that the majority of tier 1 automotive suppliers are blessed with with the come-and-go demand that many job shops experience. For instance, because there is no takt to calculate and since the life of a task is sometimes quite brief, continual improvement necessitates an entirely new attitude. To use in synchronized supply with the customer and synchronized production flow, a pseudo-takt may still be developed. Often, balancing the flow is still possible, and more importantly, by lowering the batch size, the flow velocity may be increased. The decrease of lot size is a useful technique in the normal work shop. Quick changeover technology must be particularly robust in this sort of company in order to maintain appropriate lead times. The majority of work shop apps make it very simple to establish a flow for each task, and all of lean's fundamental concepts are applicable[1], [2].

The idea that there are several items or occupations reflects the complexity. These tasks include intricate interactions between humans and machines along with various routings and cycle durations. But there are several instances of companies that have significantly improved themselves by using the Lean principles. The use of SMED technologies to minimize setup times and the use of small batch quantities to shorten lead times are two ideas that keep coming up. Lead time reduction initiatives in work shops have a threefold positive impact.initial off, rework is significantly decreased with short initial item lead times. These companies shouldn't ignore this since it is a really effective quality weapon.Second, rapid deliveries with better cash flow are the result of short lot lead times.Third, the capacity to provide reduced lead times is a potent tool for winning over new clients.

Application of Lean in the Service Sector

When a company is engaged in routine service sector labor, such as that of a hotel, restaurant, or hospital, it has a third, more significant negative consequence that lessens the application of lean. There are two extremely significant issues with the service industry at least.The demand instability that a typical service sector firm must contend with comes first, but it is less significant. They seldom ever possess the consistency of a top 1 car supplier. Doctor's and dentist's offices can have a reasonably high demand rate;however, these establishments are the exception rather than the norm in the service industry. Liken them to the regular arrivals and departures of guests at a hotel or restaurant.In contrast to manufacturing, the service industry has less requirements, which is second and more significant. There is no true standard for how long it takes to check into a hotel, eat at a restaurant, or get your oil changed. As a result, it is exceedingly challenging to gauge quality in the service industry since measures are often in flux. Remember that high quality is the cornerstone of lean manufacturing. Building on a shaky basis is challenging[3], [4].

At best, all of this is fascinating; at worst, it may be counterproductive to advancement. People who inquire about Lean's applicability often seek find the correct formula to solve their problems. All too often, people are looking for a quick fix to issues that are frequently complex by looking for a simple, tested approach. It's unfortunate to tell, but there isn't a magic formula or silver bullet to fix these problems.Ohno evidently discovered his cure by creating the TPS, and by using the same logic, you will also need to find your cure. Do this by applying his reasoning, which may or may not result in your adopting his instruments of improvement.The TPS, according to Ohno, was developed out of necessity. You should do what I advise: Discover your personal need, and then create what you need for your own set of circumstances. Remember that even while the TPS may not entirely apply to your case, I'm equally certain that part of it will.You can figure out how to employ Ohno's technique to your circumstance, however, if you temporarily disregard the TPS itself and instead concentrate on the reasoning and approach he used to develop it. In other words, you'll discover your necessity and then some of the things listed below:

1. A little old' fashioned toil.
2. Sane reasoning.
3. A capacity for problem-solving.
4. A will to persevere despite obstacles and setbacks.
5. Genuinely driven reflection
6. A modicum of modesty.
7. Enough bravery.

DISCUSSION

Any early attempts to mimic Lean manufacturing centered on the Just In Time idea of decreasing inventory. We'll look at why many of these attempts failed in this article and explain why we have inventory, why we need inventory,are the two main commercial factors driving our efforts to cut inventory. We'll look at how inventory is created, how variation affects it, and how dependent events affect it, as well as do a sample computation for each sort of inventory. Finally, we'll talk about the effective tool called kanban that Ohno created.A few people realized in the 1970s that the Japanese, most notably Toyota, had discovered a superior method of producing vehicles, which led to a series of highly intriguing events. The industrial industry as a whole first and foremost entered a severe state of denial. This was misunderstood as that will work in Japan, but not here and other expressions that, although courteous, lacked understanding.The question, could there be something to this? was posed by individuals with a little more understanding, curiosity, and humility.So, from that tiny group, a number of initiatives to attempt to copy the Toyota Production System's best features emerged. The JIT notion was the one that looked to be most enticing. It quickly gained popularity as a measure to reduce inventory, which is just a portion of what it truly is.

To lower the high cost of creating and maintaining the inventory, JIT practitioners emerged from hiding, and many businesses began applying kanban and reducing inventories. Some people went about using the mantra Zero Inventory and drastically reduced inventory with such zeal that it seemed they were searching for the industrial equivalent of the Holy Grail. Like scrap, inventory had become a derogatory term.Unfortunately, a large number of these initiatives were utterly misplaced. The lowering of inventories was their exclusive priority. They decreased inventory as if it were a stand-alone object with no connection to anything else. Implementing JIT essentially amounted to aggressively reducing inventory. Those who took this stance often did irreparable harm. They discovered that almost everything needed to be expedited, they had to put in a lot of overtime, and they still routinely missed delivery deadlines. Others discovered the worst-case situation. In addition to missing shipments, they discovered that production rates drastically declined when stockpiles were reduced. Many businesses lost their ability to compete as a result of these misguided attempts, and others even went out of business.The wise ones realized there could be more to inventory reduction than merely reducing our inventory levels once they found themselves in difficulties. What is happening here?The genuinely wise ones askedand responded totwo straightforward questions. These were issues that the great majority of JIT implementers in the past failed to address, and managers today routinely do the same.

So, what exactly is wrong with inventory? Simple: Buying inventory is expensive. The initial expenses are for the raw materials and production expenditures. Then we have to handle it, which calls for extra personnel as well as equipment like forklifts. After that, we discover that we need to move the stuff aroundoften more than oncebefore it can be placed where we want it. This calls for more room and transportation, none of which are free. After that, we have to maintain track of it, which requires a ton of personnel, software, and reports, practically all of which are flawed. We then attempt to correct these mistakes. Using tools like cycle counts, which need more people, time, computers, and, worst of all, more reports and meetings, is how we attempt to correct the faults. Additionally, we need to take care of this inventory to prevent harm. And lastly, we have to deliver it before it gets dated.I work with a number of companies which claim that their cost of inventory, obsolescence excluded, exceeds 25% of the product value annually. That amounts to 2 percent per month, and if your business relies on a 12 percent profit margin from sales, the effect is significant. It is easy to understand why many businesses want to do away with it. What more can be done to boost the bottom line by such a significant amount? It makes sense that many businesses have gotten on the JIT bandwagon of inventory reduction[5], [6].The largest benefit of decreased inventory is not even stated here, despite the fact that all of these inventory issues are apparent bottom-line possibilities. In many cases, it isn't even acknowledged. We will soon reach that significant benefit that so few recognize and even fewer value.

What is the inventory's primary function? This is not a difficult questioning fact, it is rather simplebut it is seldom asked and much less often answered. Let's first confirm that we are working from the same score here. I'm referring to the usage of inventories in a traditional for-profit enterprise. These businesses often have one goal in mind: to make a profit. For such companies, keeping inventory has a single, straightforward purpose: You should only keep what you'll need to safeguard your sales.There is no other justification, in my opinion. Anything more than this is an unnecessary investment, but keeping less compromises your capacity to provide your customer and nothing will impact revenues more than not selling. It is a fairly straightforward idea. Even though it is rather straightforward, many people still fail to see it.We simply keep the inventory necessary to safeguard sales. There is a connection between the volume of sales and the quantity of inventory. So, in a nutshell, we could determine the inventory we need to preserve those sales if we knew the sales volume and could comprehend the link. The connection is a simulation.There are three factors that make up this inventory calculation, and unsurprisingly, there are three different kinds of inventory. These are the three parameters:

1. Volume of stock replenishment.
2. External changes, often demand changes.
3. Internal changes, often production problems.

4. The three different categories of inventory are added together to get the overall inventory.

Stock Cycles

This amountoften referred to as storesis what you need to have on hand to handle the regular demand pickups by your customers.For instance, if your client picks up on Wednesdays, you must have the amount of their purchase available for pickup on that day alone. Unfortunately, the manufacturing, distribution, and information handling systems do not operate instantly, therefore we need some cycle stock over the absolute minimum that the client will accept. Therefore, we will compute the cycle stock's volume as the production rate multiplied by the replenishment time plus an arbitrary safety factor we will name Alpha to ensure that you can meet the customer's requirements. This is the additional volume of inventory retained over and above the cycle stock's inventory volume. It is determined based on previous data on the fluctuation of these external sources[1], [7].

Safety Measures

This is the additional amount of inventory that is presently stored and is higher than both cycle stock and buffer stock. It is used to adjust for differences in the storehouse's internal supplies.Main circumstances lead to the necessity for the three main forms of inventory. These elements are:For the cycle stock, the amount of the picked-up shipment, which for a constant demand product is a function of how often the shipment is picked-up, determines the requirement for the inventory. A portion of the inventory is also required to cover the time needed to plan, manufacture, and transport the cargo within the facility. This calculation represents the replenishing time.One of the greatest kept secrets in the world is the need for inventory, both for the buffer and safety supplies. Variation is the reason of the requirement. We need more inventory when the system is more variable. Two factors typically determine the buffer stock size: changes in customer demand and variations in delivery circumstances. This is often the result of the weather, or in the case of goods that traverse international borders, customs might be problematic.

Therefore, the causes of change for this amount of buffer inventory are considerably outside the plant's capacity to influence them.The main reasons of variance, particularly with regard to safety stock, are problems with delivery to the storage. These causes of variance include things like supply shortages or machine failure-related line delays. Production targets might be missed due to poor cycle time performance, and quality issues can, of course, also be a significant source of variance. These three problems, which also happen to be the three components of OEE, are all mainly within the plant's capacity to manage.There is a straightforward formula to determine the required volumes for the buffer and safety stock stockpiles. Your fluctuation is now translated into statistics so that we can all comprehend it if the variation of the volume swings is computed over an acceptable time period and expressed as a standard deviation. Now, assuming your data are normally distributed, if you have a s system and store 2.33 standard deviations of inventory, you will have adequate inventory to cover around 99 percent of these variances. Since the standard procedure is sensible, there are really several potential causes of deviation. That would equate to around one undersized or late shipment every two years with weekly shipments.

Although the ideas are universal and applicable to all inventories, the previous explanation of inventory was focused on finished products inventory. The big inventory that is an issue in many facilities is WIP rather than completed items [1], [7].Therefore, this inventory is nothing more than a reaction to variation so that rate may be maintained, whether it be buffer and safety stocks in completed items or WIP between work stations on the line. Once you realize this, it becomes clear that the solution to inventory reduction is to first minimize variance. Once this is done, it is possible to reduce inventory without affecting productivity.Inventory is one of those wastes that is required even if it is a waste. Although we would want to eliminate it, few organizations could function without some inventory at some point along the journey to the customer. Keep in mind that the variety that exists necessitates inventory. You'll discover later on that variety is the inevi differences., making it inevitable. Therefore, complete eradication is not achievable, but we make every effort to do so.What Exactly Is This Important Benefit of Inventory Reduction That Was Mentioned Earlier?

You will require a physics lesson, such as those in Factory Physics, the book by Hopp and Spearman, to respond to this question. Little's Law is the name of the specific industrial physics principle that I'm referring to. According to Lean, the WIP in any system is determined by multiplying the throughput rate by the lead time.As you can see, lead time decreases directly as WIP decreases.As a result, we may reduce the inventory by half or double the throughput rate. Both will cut the lead time in half.Additionally, as lead times decrease, production flexibility and the plant's ability to adapt to changes will both increase, and cash flow will also increase. Lead time is the most illustrative indicator of a Lean manufacturing system's health than any other parameter. And shorter lead times are primarily the result of lower inventory. In Chapter, it will be emphasized much further. because it merits a separate. It will also be highlighted in a number of case studies scattered throughout the book.

Concerning Variation

Variation in the production process is commonplace. Every element of every stage of your process, as well as every specification of every component of your product, is impacted. It is present in all of the materials, labor, techniques, measurements, and environmental factors used in the production of our goods[8], [9].It is an adversary.It is not only detrimental to rating, it is detrimental to rating stability, and as a result, it is detrimental to operational expenses. However, it is most detrimental to bottom-line profitability. The less variety there is, the easier it is to improve the production systems.An understanding of, search for, and destruction of variation in a manufacturing process are required.I have been teaching the notion of variation as the inevi difference of the individual outputs of a system for years, but I'm not sure where it came from. I think I can credit Donald Wheeler or Walter Shewhart for it, but I'm not sure. However, what matters is that it accurately depicts variety. I sometimes use a term I discovered borrowed from the works of Walter Shewhart to describe system created, which is another way of saying that every component of everything that went into generating the particular output differs. The Statistical Quality Control Handbook is the official title of this book, yet most people call it The Western Electric Handbook. The three-part definition of variation states the following:

1. Everything is unique.
2. There is no prediction for specific goods.
3. A continuous cause system produces groups of objects that are often predictable.

It truly makes no difference whatever definition you pick. They both converge in a process, and you discover that variation is the enemy of both process capacity and stability. It must be recognized as the adversary of a Lean endeavor and aggressively minimized at all times and in all

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processes[10], [11].

CONCLUSION

In conclusion, while using lean in sectors with continuous processes offers particular difficulties, there are vast potential to improve performance and operational effectiveness. Organizations may increase quality, productivity, and overall competitiveness by modifying lean concepts to fit the unique restrictions and traits of various sectors. In the dynamic and demanding environment of continuous process industries, adopting lean approaches and cultivating a culture of continuous improvement may pave the road for lasting success. Numerous advantages may arise from the effective implementation of lean concepts in companies using continuous processes. Lean adoption may yield to benefits including increased output, higher quality, shorter lead times, increased safety, and less environmental impact. Continuous process industries may promote operational excellence, increase competitiveness, and create long-lasting performance gains by using lean approaches.

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UNLEASHING EFFICIENCY: EXPLORING DIFFERENT KANBAN TYPES

Dr. Yagnamurthy Raja*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-narasimharaja@presidencyuniversity.in

ABSTRACT:

Kanban, a visual signaling system that facilitates the flow of work and materials, has become a widely adopted method for managing processes in various industries. This chapter provides an overview of different types of Kanban systems, including production Kanban, withdrawal Kanban, supplier Kanban, and electronic Kanban. Each type of Kanban system serves specific purposes and contributes to the optimization of workflow, inventory management, and overall efficiency.Production Kanban is the most commonly used type, where Kanban cards or signals are used to authorize the production of a specific quantity of items. It helps balance production with customer demand, preventing overproduction and reducing waste. Withdrawal Kanban, on the other hand, focuses on the replenishment of materials or components at workstations. It ensures that materials are available when needed, eliminating stockouts and improving flow.

KEYWORDS: *E-Kanban, Emergency Kanban, Express Kanban, Fixed Kanban, Hybrid Kanban.*

INTRODUCTION

If we want to keep the production rate constant while there is variance, we need inventory to make up for the variation. This assertion is not entirely accurate. In particular, we want a mechanism to offset variance and maintain rate when it occurs. We discuss inventory as a variation countermeasure, but a buffer is necessary more generally. A buffer is a resource we have in excess and is intended to take into consideration the reality that production and consumption cannot always match up perfectly.The three different forms of buffers are time, capacity, and inventory.Because we need to store completed items between client pick-ups, finished goods inventory serves as a buffer. WIP stock serves as a buffer. It is a typical reaction to changes in the production system, such as variations in cycle times, machine downtime, changeovers, and scrap output, to mention a few.A capacity buffer is an excess rate capacity in a machine that needs changeovers.We may add a time buffer of six days into our planning software when we are unsure about our lead times, which, for the sake of argument, range from three to five days. This will ensure that when we issue an order, it will be finished on time. A typical lean method also involves operating a factory in 2-to-10-hour shifts. This tactic offers a capacity buffer as well as a time buffer when combined with some overtime[1], [2].

Kanban Basics

Signboard is a Kanban term. A kanban may be a number of different things, most often a card, but it can also sometimes be a cart or just a spot that has been marked. Its main goals are to encourage pull, improve flow, and reduce inventory in every situation. It is one of the most important weapons in the fight to lessen overproduction. Kanban offers the Lean facility two key functions.It acts as the mechanism of communication.It is a tool for ongoing progress[3], [4].

DISCUSSION

There are two ways of communicating using Kanban. It provides the source, destination, required amount, and part number in both situations.

Norm No.

The number of items specified by the kanban creates pull and is picked up by the later procedure, which also supplies pick-up or transportation information. Here, the replenishment idea is developed.It provides production information and avoids overproduction when two earlier processes make things in the number and order dictated by the kanban.No things are produced or sent without a kanban This prevents overproduction and unnecessary shipping.As a work order, a kanban should always be attached to the items.In order to prevent faulty components from moving forward and to identify problematic processes, damaged products are not forwarded to the next step.Cutting down on the amount of Kanban. Decreases waste and enhances sensitivity of the system Inventory reduction. The transportation kanban and information about parts movement like a shopping list. This is basically a production work order, along with other elements like production ordering data and the production kanban.

Imagine the ideal stockless manufacturing system for a minute. It would have a cell with all the required processing stages linked, zero inventory between stations, one-piece flow, running with 100% availability and 100% yield, and as a result, the processes would function in complete synchronization. Simply said, we would instruct the operators to maintain one unit of production in the completed products inventory, and only in the event that a client walked in and took one away would we replace it. When a consumer removed an item from this system, which had 100 percent on-time delivery, it would notify replenishment. In complete synchronicity, all stations would then leap into action, and another would be generated, nearly immediately. The ideal solution for pull production. The product was prepared after the customer came; but, if the consumer did not remove a product, no manufacture would take place. 100% on-time delivery, no overproduction, and a nearly flawless Lean system. Naturally, this would only happen in a perfectand hence, unrealsystem. We mortals, unfortunately, must cope with life's truths[5], [6].

These life realities include a number of problems.The variability problem is the most important one. Were we not clear that it was inevi? Since complete synchronization is not feasible, neither are 100% on-time deliveries nor 0% overproduction. These values may be ones to strive towards, yet they are often unrealistic and unachievable.Rate, quality, people, machines, and environmental variations all exist. They are omnipresent and inevi. Guess what all of this diversity produces? Inventory, I got it. So, in order to account for the variation, we need certain buffers. Due to the growth in our overall inventory and the longer wait times predicted by Little's Law, we will probably have even more completed items in stock.How therefore can we minimize our inventory, prevent overproducing both raw materials and finished items, and yet provide our customers with excellent levels of on-time delivery?Either duty may be completed quickly; but a successful business system manages to do both concurrently and proficiently.

Kanban is that technique.There are two main components of kanban.First, direct communication is used to develop content, or to provide the client. To generate is the pull signal. When the consumer removes the merchandise, the kanban immediately informs us of what the customer is using and, therefore, what they will need in the future. As soon as feasible, the manufacturing line receives this kanban. Since some product has been withdrawn, the kanban system is essentially talking to the manufacturing system and ordering it to start producing. This approach effortlessly avoids all the planning and accounting processes that have a tendency to postpone this signal while also introducing unpredictability along the route. The facts of what is occurring on the line are dealt with by the kanban system in real-time. The planning systems take into account what the programmer thought ought to occur. I'm certain that no other planning system can match kanban when it comes to activating production with the shortest lead time. In this way, the kanban system ensures client supply while requiring the least amount of planning time.Second, kanban places a strict cap on overall inventory. There is an upper limit on the inventory since each kanban represents a certain quantity of merchandise and the number of kanban is rigorously regulated and restricted. A pull production system's ability to operate depends in large part on this inventory restriction. We reduce overproduction by using pull production. Kanban's continuous improvement component also contributes to further reducing this overproduction[5], [7].

Attempts to Reduce Inventory

The planning and buying groups are often in charge of carrying out initiatives to reduce inventory. Planning is often tasked with maintaining high inventory rotations and on-time deliveries for finished products inventories. Most of the time, on-time delivery takes precedence over completed products inventory turns as the most crucial measure. As a consequence of the planning department's desire to ensure that shipments are not missed, completed products inventory has increased to high levels. Additionally, because inventory is often required to account for volatility, such as fluctuation in production rates. The planning department cannot regulate how much variation there is since its reaction is predictable, mechanical, and nearly justified. They just increase inventories until they are certain that deliveries won't be missed.

Understanding the rationale behind why certain quantities of inventory are kept is what is lacking in a typical plant. To put it simply, inventory management lacks a management mindset.With the help of this technique, it is possible to calculate cycle, buffer, and safety stocks and determine not only how much inventory is required, but also why it is required. Additionally, it is much simpler to delegate the task of inventory reduction to the group that can genuinely influence that particular inventory creation process.It is clear that the cycle stock inventory is the main factor contributing to the total inventory in this scenario, and we do lower stocks. Additionally, planning time is the biggest factor in the cycle stock. Why does planning need 24 hours to massage the kanban? These cards are probably waiting to be processed in an in-box. The majority of effective systems fully omit planning and route kanban from the storehouse to the hijinks board. If we could do that in this situation, we could cut down the replenishment time by 24 hours, reduce the cycle stock inventory to 2601 units, increase the total stock to 3200 units, and increase our turn rate from a very excellent 78 turns to an exceptional 118 turns all of this at no expense or risk.

Consider the amount of labor necessary to eliminate every last bit of buffer and safety stock in order to eliminate ALL supply- and demand-related variation, and you would still only be able to remove 13 kanban in total. However, by letting the kanban system carry out its intended function and avoiding planning, we were able to get rid of 30 kanban. Sometimes the tremendous wastes that result from our own processes and procedures need to be addressed.Keep in mind, nevertheless, that the aim is the complete eradication of waste. Do not be misled; the whole inventory is useless. It is entirely unproductive labor. However, for the time being, it is required.

Even this little inventory would be eliminated if we could, but for the time being, it is the least-worst choice that is now accessible[6], [8].

Make-to-Order Products Are Logic

An full family of components may sometimes be manufactured in a single production cell in a Lean system with a somewhat high demand, for instance. Say the family produces 30 different models, but just 5 of them account for 90% of the entire output. They may be referred to as A models or runners. We'll refer to the remaining 25 models as strangers. Then, with just the cycle stock on hand, it could be advantageous to build the runners using a make-to-stock system and these strangers using a make-to-order method. By doing this, you forgo a large portion of the funds needed to maintain the buffer and safety supply stockpile for these 25 strangers. You would then use a time-buffer strategy, such as a plan to labor a little extra, when necessary, to cushion these cycle stocks against the variance. This is a pretty frequent occurrence, is readily calculable, and is often a wise Lean business move.The job shop, which is the highly high-mix manufacturing scenario that is often low volume as well, is the second condition where make-to-order makes sense. One of the main issues with a make-to-order system is that, often, neither the demand volume nor the due date are known to you until the order is in your possession. Since the majority of these orders are singular, most job shops must either commit a lot of money up front or have lengthy lead periods in order to competeeach of which poses its own challenges.

The typical Lean manufacturing system is a make-to-stock system, meaning it typically contains an inventory of completed items and a sensible strategy for managing the inventory to ensure customer supply. It also uses a pull production approach, which means that manufacturing is only started when a consumer orders something, preventing waste from excess production. Although important, this completed products inventory is nonetheless waste, and as such, we want to get rid of it. You can see that the ideal situation would be to have zero inventory, which would be a make-to-order system, as we grow better at eliminating variance and thus reducing the inventory. A make-to-order system is the natural progression from a fully developed make-to-stock system. The problem is that while variation refers to the differences, we are unable to completely eliminate it in order to remove all of the inventory. It's interesting to note that the ideal system would be a make-to-order one with no inventory and a zero-lead time. Even though something is obviously impossible, it is intriguing.

Simple Lean Manufacturing

Three distinct degrees of understanding are required for lean manufacturing. There are three main components of quality control: the core elements on which it is constructed, the philosophy that informs its aims and culture, and the strategies, tactics, and abilities that quantity control practitioners use to transform it into lean production. A descriptive metaphor in visual form called The House of Lean will help you comprehend how all these components come together to depict the mature Lean Manufacturing system.

The Principles and Goals

The core of Lean is its concept, which is a long-term philosophy of growth via generating value for the customer, society, and the economy with the goals of lowering costs, accelerating delivery times, and raising quality through the complete elimination of waste.It is impractical to talk about any of these topics without going into great depth on how Lean and the Toyota Production System are ingrained in their respective cultures. The subject of cultures will be briefly discussed in, although a thorough examination of the Lean culture is beyond the purview of this work. The remaining topics in this book will keep you occupied for the next three years. That seems to be a sufficient first attempt at implementing your Lean program.If you require a rapid review of the fundamentals of Lean Manufacturing, in particular Ohno's crystal-clear separation of quality control from quantity control,

The Base of Quality Assurance

Strategy

This foundation for excellence employs two tactics. The workforce's training and development comes first. The second task is to make sure that all systems and procedures can satisfy client demands. It is a plan intended to produce high standards of supplied quality.

Techniques and Competencies for Quality Control

People

At the core of the TPS are people and how to treat them well, especially via training, career planning, and dedication to a work. Toyota's culture is based on its employees, and the business seldom makes exceptions in this regard. The following sections outline some of the fundamental requirements for carrying out the TPS.Multiskilled Workers There are two main reasons why multiskilled workers are needed to staff the manufacturing facilities. First, it is often required to replace or minimize the components of the activity in order to accomplish process improvements. This in turn often necessitates redistributing the work. Work cells are often made to be operated, for example, by one, two, three, four, or five workers, depending on fluctuations in demand. Lean dynamics are lost if the workforce is not multiskilled. Workers with a variety of skills are the backbone of flexibility in lean manufacturing.

Problem Solving by All Since the TPS's conception, problem solving by all has been one of its defining characteristics. The TPS has a time trigger addressing the escalation of issues and the participation of others, and workers are required to handle straightforward problems. The notion of line shutdowns started by the line worker himself is highly novel in this situation. It would take a book by itself to do the operator's right to shut down the manufacturing line justice. But let's briefly discuss one of the themes here just for fun: how the TPS views challenges differs significantly from how most people do. In a typical Western factory, issues are seen as a hassle and often even as an indication that management, engineers, or even the worker themselves failed. Problems thus become something to avoid and conceal. Many issues remain unaddressed despite being clear to many people because no one wants to take responsibility for the consequences that are attributed. Even now, most workplaces where we work still have this as standard practice. Problems are, however, seen inside the TPS as opportunities to strengthen the system and address its weaknesses. Guilt and accusation are avoided, and issues are discussed and resolved[9], [10].

Stability

OEE, which stands for Overall Equipment Effectiveness, is the main indicator of how well a production runs. It may be used to evaluate the performance of value streams or individual workstations. One of the essential building blocks for the adoption of lean is good value stream OEE, which is the result of three crucial operational factors. Which are:

1. Device accessibility.

2. Quality output.

Cycle-Time Effectiveness

You will need five parameters to compute OEE. The line's anticipated manufacturing time comes first. The unscheduled line downtime comes in second. The third factor is the bottleneck's cycle time or line cycle time. The overall quantity of production, including scrap, comes in at number four, followed by the total amount of salable goods. Suppose we have the information below:A 20.5-hour production schedule has been set. It is 24 hours minus one hour for lunch and breaks throughout each shift, as well as one and a half hours less for scheduled preventative maintenance.Unplanned downtime lasted for 1.5 hours.Each item has a 30-second design cycle time.

Availability

The idea of availability states that the manufacturing process must be able to create something when it is expected to. A process must have high process availability in order to be ready for leaning out. An uns process will nearly always have low process availability. Low availability is often correlated with manufacturing line downtime or the inability to provide raw materials on schedule.

Cycle-Time Shortenings

Cycle-time savings are crucial to the implementation of lean processes. It is important to put a lot of effort towards cycle-time savings before putting a Lean program into action. When the process is stabilized, problems with quantity management are easier to handle. Cycle-time savings are nonetheless often discovered throughout a Lean deployment, and they typically result in increased production rates. The low hanging fruit of Lean implementations are these cycle-time savings. The additional production that results whenever a cycle-time reduction is possible is the least expensive thing you can produce. In essence, you are converting the price of the raw ingredients into the value of the final product.Standard Work According to Ohno, standard work consists of three components:

1. Cycle duration.
2. The order of the work.
3. The common inventory.

However, the idea is often misconstrued. I want to talk about the standard work sheet as a tool for visual control, which is how the Toyota production system is run. Take note of the two intriguing phrases he employs. He is quite explicit, so do not be misled. First, he uses the phrase visual control, and second, he says that is how the TPS is managed. He does not say, this is how the TPS is operated. This explains why the normal work sheet in a work cell is not facing the operator when you visit a Toyota plant. Instead, it faces the aisle so that the manager, engineer, and supervisor can access it. The team leader, engineer, or manager uses standard work instead of the line operator so they can audit the work, see how the process is going, and provide support if it is not working as intended. The standard work chart is intended for the management team's visual control and is a component of the transparency concept. It is a fallacy that the operator is the target audience of the Standard Work Chart.Transparency is the idea that a process's or an entire line's performance may be seen just by standing on the floor. Where transparency is implemented properly, a manager can ascertain within one or two minutes if his process is performing as designed and if the process is deficient, the manager can quickly discern the problem areas. Typically, this is not a set of charts; rather, it is a set of visual controls such as andons, heijunka boards, and space markings that make the process performance transparent.

TPM

Total Productive Maintenance, or TPM, is what it stands for. It is a cutting-edge method for controlling machines. It comprises of tasks intended to stop failures, lessen equipment changes that result in lost productivity, and improve the safety, operability, and efficiency of the machinery. We discover that a significant portion of process losses in most companies looking to adopt a Lean Initiative are caused by equipment availability. The greatest of the three losses in the OEE metric is often. TPM is therefore a potent instrument for enhancing the plant's overall performance. It is often characterized as having five constituents, which are as follows:Enhancement measures to lessen the six equipment-related losses of:

1. Detachment losses.
2. Losses from setup and adjustments.
3. Just a few stoppage losses.
4. Speed declines.
5. Defective products and rework.
6. Losses in startup yield.
7. The goal of autonomous maintenance is to have the operator handle numerous mundane tasks rather than the maintenance division.

A method for scheduled maintenance that is based on past failures. This is not scheduled maintenance. Instead, it is supported by historical data.Improvement of maintenance and operations abilities via training of operators.A method for proactive maintenance of equipment to prevent loss during starting of new equipment.Process simplification process simplification is a fundamental idea that most people commonly overlook. It refers to the concept of streamlining and removing phases from the manufacturing process. One of the most effective methods for variance reduction is this one.

Sustaining the Gains

The idea behind maintaining gains is that standardizing a process once it has been improved is the next logical step. So that the advantages last forever, we aim to institutionalize them. The next step is to build on this success. It is strange that although practically everyone is aware of this, almost no one really does it, not even moderately. I've worked with more than 200 firms, yet I can't think of a single one that does this effectively.

CONCLUSION

In conclusion, Understanding the different Kanban system types gives businesses useful tools for enhancing workflow, inventory control, and general efficiency. Organizations may improve customer happiness, decrease waste, and optimize their operations by deploying the best sort of Kanban system. Organizations may achieve operational excellence and foster a culture of continuous improvement by using the power of Kanban. Businesses may simplify operations, save waste, and boost productivity by choosing and deploying the right kind of Kanban system. Systems like kanban help firms foster a culture of continuous improvement by emphasizing fluidity, adaptability, and customer value. To maintain Kanban's efficacy, thorough planning, stakeholder interaction, constant monitoring, and change are required.

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MASTERING QUANTITY CONTROL: TACTICS AND ESSENTIAL SKILLS

Dr. Varsha Pratibha*

*Associate Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-varsha.ps@presidencyuniversity.in

ABSTRACT:

Quantity control plays a critical role in ensuring that products or services meet the desired specifications and customer expectations. This chapter explores the tactics and skills necessary for effective quantity control in various industries and contexts. It examines the importance of accurate measurement, process control, data analysis, and quality assurance techniques in maintaining quantity standards and preventing deviations.The significance of establishing clear standards and procedures for quantity control. It emphasizes the need for consistent measurement techniques, calibration processes, and documentation to ensure accurate and reliable results. Process control methods, such as statistical process control (SPC), are essential for monitoring and controlling variability, identifying trends, and implementing corrective actions when necessary.

KEYWORDS: *Inventory Management, Lean Principles, Process Control, Quality Assurance, Quality Control Charts.*

INTRODUCTION

Toyota invented the ground-breaking 100% inspection method known as Jidoka. It is carried out by machines, not people, utilizing methods like poka-yoke, which isolate defective materials and/or institute line shutdowns in order to stop flaws from spreading across the system.It is also a tool for continuous improvement since as soon as a flaw is discovered, immediate issue resolution is launched, which is intended to identify and eliminate the problem's fundamental cause. In the design scenario, the line does not resume normal functioning until this defect-causing circumstance has been completely resolved.Since Toyota's foundation as a car manufacturer, this potent idea has been in existence. It was originally used in the Toyoda family in 1902 when it was used to looms to cause automatic shutdowns when a thread broke. Since then, jidoka has continued to advance to more sensitive levels. This idea is very groundbreaking. A lot has been written on jidoka in terms of culture, including subjects like the interactions between men and machines, which enable the machines to do the repetitive, easy checks while freeing up individuals to perform higher-value tasks like problem-solving. It was referred to by Ohno as autonomation, and he talks about it in terms of respect for humanity. The groundbreaking idea of shutting down the line by the operator for production problems also becomes apparent at this point.Contrarily, just in time is intended to provide the proper amount at the proper location at the proper moment.

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DISCUSSION

Poka-yoke is a collection of procedures that are only constrained by the imagination of the engineer. Poka-yokes are used to achieve error proofing of a process activity and so strengthen the process. To accomplish a 100% inspection, poka-yokes are also utilized in the inspection process. There are two different kinds of inspection poka-yokes: those that alert the operator through a andon and those that controlthat is, shut downthe process or isolate the product upon identifying a problem.The cornerstone of the TPS problem-solving approach is 5 Whys. The 5 Why approach has a rather straightforward idea. However, it won't function unless the people using it are knowledgeable about the issue and have relevant experience. To employ this ostensibly straightforward strategy, they must completely comprehend the cause-and-effect links. The Therefore approach is a way to evaluate the 5 Whys.

Kaizen Kaizen is the idea of continuously improving a process in tiny, manageable increments. Even though these gains are sometimes modest and hard to quantify, their cumulative impact is substantial. Kaizen has come to signify improvement through time. Pull systems are production techniques that are intended to reduce excess output, the worst kind of waste. Two traits apply to pull systems.When using a kanban system, for example, they have a maximum inventory volume.Only the client can indicate the start of production, and that only happens once some inventory has been used up[1], [2].A pull system is one in which the client, the process's subsequent phase, removes some product, signaling to the upstream step to start manufacturing. For instance, our customer's finished products inventory is full for whatever reason, and the finished items in the storeroom have all of the completed kanban cards linked to them. Production has ceased since the kanban cards that serve as the production signal are all linked to the final items. Thus, the completed items we have on hand for the cycle stock, buffer stock, and safety stock constitute the extent of our overproduction. The kanban cards are then taken away and cycled back to the production cell, indicating that manufacturing may start once our client comes and removes items. The cell will only create the volume specified by the kanban after production has begun, and the produced items will then be added to inventory. Resupply refers especially to this procedure of replenishing the inventory that was removed.

The core of a pull system is a manufacturing system with a maximum inventory cap and production dependent on replenishment. A push system is what a pull system is not. There is no maximum inventory in a push system since the downstream process continues to generate unless instructed otherwise, often by the scheduler. Whether the subsequent phase requires the manufacturing or not, it subsequently pushes that product upon it. WIP may thus get out of control on the manufacturing floor since there is no maximum control over it. Due to the unchecked expansion of WIP, lead times will lengthen, rising difficulties with quality, delivery, and cost will result.A way to shorten lead times is to use a minimum lot size. The production lot size and transfer lot sizes may be decreased to speed up the operation. Two advantages are realized. First, we use the procedure to shorten the lead time for the first item. This advantage is often seen in the responsiveness of goods. If there is an issue with the product and the first piece lead time is shortened, the problematic station receives the information more quickly. Fewer things will need to be altered if resolving the issue requires it, and it can be done more rapidly. The second advantage is a shorter manufacturing lead time for the lot as a result of a quicker completion of the total product. The key to plant flexibility and product supply responsiveness is one-piece flow, with a minimum lot size of mini- mum.

The idea of flow states that components and subassemblies should only be processed when there is value-added activity involved. It is more of an ideal than a reality that must be realized. It is the main tool utilized to shorten the lead time for manufacturing. The conventional approach is to plan the process such that each work station has the least amount of inventory feasible and that the work stations are as closely synchronized as is reasonable. A MultiTaction cell with no inventory between workstations is the design ideal. The ideal situation is one-piece flow with only labor that adds value. Since there are flow-blocking factors, it is usually impossible to achieve this ideal condition, at least initially. Consider a process that involves numerous products and includes a huge equipment, such as a press, that has to be changed out between production runs. A buffer is built up before and after the machine so that the remainder of the manufacturing process may continue to operate while the press is performing the changeover, preventing the operation from halting during the changeover[3], [4].

These buffers will all include products that will be too early to arrive exactly in time. But after weighing all the possibilities, it was decided that adding a buffer would be the process's least waste-producing alternative. Although it does not provide the perfect system, this is the environmentally sensible solution. Designing a system with the least amount of inventory is always the best option if it is not now feasible to completely remove all inventory from a process. The sum is determined and presented as a maximum at the workstation. To prevent the waste of overproduction, the upstream operation must halt production after it has created that maximum amount of inventory. One approach that helps prevent overproduction is kanban. Most other methods for reducing inventory are centered on restricting the amount of space that the components can actually take up in storage. This is straightforward and produces a highly effective visual management tool.Lead-Time Reductions The core of Lean waste reduction is lead-time reduction. They provide the process the greatest degree of adaptability and reactivity to changes, particularly changes in demand, whether they be in quantity or model mix. Lessening lead times are discussed in Chap. 5, and Chap. 5 has a unique case study. 15, which explains how to go over flow's roadblocks and dramatically cut lead time.

Leveling has two different names. First, the idea of leveling is to keep production at a constant, nonvariant pace across time. Model-mix leveling is another waste reduction technique that mandates the concurrent manufacturing of numerous goods, or models of a product, from a single production line. Any other action will result in the system creating a batch. As we have said, batch destruction is a component of lean manufacturing. In an ideal scenario, we ought to level output at the level of the individual manufacturing unit. In actuality, this is often impractical and sometimes undesirable. As a result, we routinely level according to the package specifications. In other words, if we carbonize 60 units, we will produce 60 of that models before switching to a different model. It would be simple to achieve flawless model-mix leveling, for instance, if a certain manufacturer makes 50 models of a particular product, all in equal volume, and he has the capacity to run all 50 models, one piece at a time. To fill a box, however, would take 30 minutes if he packs 60 units per box and the cycle time is 30 seconds. If everything runs according to plan, 50 boxes will be filled at the packing station at once, and a huge batch of completed items will need to be delivered every 25 hours. However, if the process is leveled such that only one box is processed at a timethis is known as a pitchthen only one box is being filled at a time. Since the production is done one pitch at a time, the downstream handling is more level and the kanban system is much simpler to operate. For any Lean system, leveling to a pitch is often ideal given the current circumstances.

Kanban Kanban is a cutting-edge technique that uses objects like cards to generate pull and improve flow in a Lean system. It serves as a tool for ongoing improvement. All of the system's inventory is represented by and accounted for by the cards. We manage the inventory by managing the quantity of kanban cards. A method called kanban is used to manage inventories, reduce overproduction, and improve flow. Revealment is sparked by the kanban cards. Because the signal originates directly from the client and triggers replenishment, this will increase system responsiveness to customer demand and reduce lead times. All kanban regulations must be strictly adhered to for a kanban system to be functional[5], [6]. From Toyota Production System, Beyond Large-Scale Production, the following are the Six Rules of Kanban:

1. The number of items indicated by the kanban at the earlier phase is picked up by the later step.
2. A previous operation creates things in the amount and order specified by thekanban.
3. No product is produced or delivered without a kanban.
4. Always secure a kanban to the merchandise.
5. Products with flaws are not carried on to the next step of the process. As a consequence, the products are completely defect-free.
6. Their sensitivity rises as the amount of kanban is decreased.

Work spaces called cells are set up such that the processing processes are next to one another. This enables the processing of components in one piece or in very tiny batches in a nearly continuous flow. This thus enables the reduction of inventory and transportation wastes, namely WIP. The Inside U cell is the most typical shape. When standing operators are utilized, this cell reduces walking distance. Cells naturally outperform the traditional manufacturing line in various ways. First, by staffing a cell differently and using individuals for several tasks, it is possible to manage changes in demand. For instance, it is typical to staff a six-person cell with just three workers, with each person working two stations, if productivity is reduced by 50%. Naturally, this calls for employee cross-training, but that is a cornerstone of lean manufacturing. Second, cells are a great deal more adaptable. For instance, if we employ four- to five-person cells instead of a 20-person assembly line, we have a considerably better model-mix capacity without producing huge batches or experiencing significant time delays due to changeovers. But the most fascinating feature of cells is that, while being a closely-kept secret, they may act as a natural method for reducing variety. There is a lot to learn about cells; see Chap. For additional information on cells, see Chapter 13, Cellular Manufacturing.

Single Minute Exchange of Dies and One Touch Setups is referred to as SMED/OTS. Shigeo Shingo invented SMED technology, a field of study aimed at speeding up changeovers. The issue is easy to solve. Any equipment with a lengthy changeover period has to have extra capacity to cover the downtime during the transition. Additionally, a sizable batch has to be kept in order to serve the remaining downstream process during the switchover. Any endeavor to shorten changeover times also shortens the time spent in excess capitalization and overproduction, two wastes. As a matter of fact, the goal is to minimize the transition time. In more sophisticated situations, the switchover is done by having many fixtures on the same basic machine, and the transition is accomplished by simply tossing a switch. One Touch Setups, or sometimes One Touch Exchange of Dies, are what this is. Ohno makes reference to three fundamental JIT components in his literature. They are pull systems that run continuously at takt time[7], [8]. Even though they may be the major three, JIT is seldom feasible without the use of SMED technology. It is a crucial method of batch destruction. SMED is a straightforward, three-stage fundamental technique.

The simplest Gantt chart, which displays each stage in the changeover, is the ideal tool when a SMED program is initially started. List all the changeover actions after gathering the qualified individuals. Include a list of the prerequisites that must be met for an external setup as well as the categories internal setup, external setup, and internal but may be external.The fundamental starting point is this. From this point forward, eliminate any needless stages and simplify those that can be. Next, you should externalize as much internal setup as possible so that it may be completed while the machine is still operating. The overall approach is to build as many parallel channels as feasible, leaving just internal work. At this stage, you may start using holding and intermediate jigs, automated adjustments, and a ton of other creative ways to reduce the changeover time.Two Lean methodologies that are genuinely for the imaginative are SMED and poka-yokes. This combination is a potent set of tools that we may employ to shorten lead times and make better use of our processing equipment.

Making a video of a switchover has received a lot of attention. I agree with this and have found it to be helpful, although it is often preferable to do this after using SMED techniques at least once. The method will alter completely when you apply SMED, thus it is not really useful to look at the previous procedure. You will get some suggestions for small adjustments, but the bulk of the ideas came from the creation of the previously mentioned Gantt chart. Making a film does have one significant advantage, though: seeing the outdated method is often humorous or even depressing, and both a good chuckle and a little humility are healthy for the soul.

In any case, making a video is simpler now than it ever was, so I do not entirely discourage it. The use of SMED technology is a crucial batch destruction approach, and its potential should not be undervalued. If achieving Lean is your goal, this is one of the primary initiatives that must be made. I advise you to contact the strategy's creator, Shigeo Shingo, for further information. He has authored two significant novels. One of these is his seminal work on the subject, A Revolution in Manufacturing: The SMED System. He built on several aspects of his SMED approach in his second work, A Study of the Toyota Production approach. He's improved hiseight strategies divided into three phases. The Lean professional would benefit from reading it.

Cycle, Buffer, and Safety Stocks Lean Manufacturing employs a three-pronged approach to inventory management called Cycle, Buffer, and Safety Stocks. The three different stock kinds are independently estimated and designated. Utilizing color-coded kanban is a typical method for separating the supplies. For instance, cycle uses white cards, buffer uses yellow cards, and safety stocks utilize orange cards.

Normally, red should only be used for emergency runs. As a result, when a colorful kanban appears at the heijunka board, the production team is aware that anything is out of the ordinary and they typically follow a set routine. Although the ideas also apply to WIP inventories, this discussion of inventory management focuses on completed products inventories. Periodically reviewing inventory numbers is necessary to evaluate potential possibilities for waste reduction. Never keep more inventory than is necessary to safeguard the supply to the client, which is the next process.

Cycle stock is used to track the accumulation of inventory in between client pickups. On the other hand, buffer stock is the inventory that is maintained on hand to cover the variations brought on by outside factors, such as variances in transportation and shifts in demand. At the very least, a record must be made in the warehouse operating log whenever this inventory is removed, and it is preferable to implement remedial measures as well. Transparency is shown through the warehouse log.

Safety stock is the inventory that is maintained on hand to cover the plant's internal fluctuations, such as line halts, shortages of raw materials, and anything else that might prevent meeting customer expectations. Every time this inventory is removed, a corrective action report is also started in addition to a notation in the warehouse record[9], [10].

CONCLUSION

To guarantee that goods or services match the required standards and consumer expectations, effective quantity control involves a mix of strategies and abilities. Techniques for precise measurement, process control, data analysis, and quality assurance are crucial for upholding quantity requirements and avoiding deviations. It is crucial to establish precise standards and methods for quantity control. Accuracy and dependability are ensured by using consistent measuring methods, calibration procedures, and documentation. Process control techniques, like statistical process control, allow for monitoring, trend detection, and corrective measures to keep quantity norms in place.

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UNLOCKING EFFICIENCY: THE SIGNIFICANCE OF LEAD TIME

Dr. Vinay Muddu*

*Professor
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-muddu.vinay@presidencyuniversity.in

ABSTRACT:

Lead time, the time it takes for a product or service to move through a production or delivery process, plays a crucial role in various industries and supply chains. This chapter explores the significance of lead time in terms of customer satisfaction, operational efficiency, inventory management, and overall business performance. It examines how lead time impacts different aspects of a business and highlights the importance of managing and reducing lead time to stay competitive in today's fast-paced market.The chapter discusses how lead time directly affects customer satisfaction. Shorter lead times enable faster order fulfillment, reducing waiting time and enhancing customer experience. Timely delivery of products or services contributes to customer loyalty, positive reviews, and increased customer retention rates.

KEYWORDS: *Agility, Customer Satisfaction, Cycle Time, Inventory Management, Just-In-Time (Jit), Manufacturing Lead Time.*

INTRODUCTION

Lead time wasn't really discussed at all prior to the JIT movement gaining some popularity in the United States in the late 1980s. Robert Hall wrote Zero Inventories, one of the first books on JIT, and although he did a fantastic job of reviewing the Toyota Production System, he hardly mentioned lead time. The Goal by Goldratt and Fox did, however, handle lead time in an intriguing manner. Additionally, Richard Schonberger provides some great material on lead time and lead-time reductions in his book World Class Manufacturing. These novels date to the middle of the 1980s. However, with the American publication of Ohno and Shingo's books and the publication of Womack, Jones, and Roos' The Machine that Changed the World, lead times became a more prevalent issue among Lean experts. This occurred about 1990. But most individuals just had a conceptual understanding of what lead time really was, and very few were able to quantify it. Lead time was much spoken about but little understood.Next, Mike Rother and John Shook released Learning to See in 1998. In addition to the ideas they examined, I think it's a milestone book since it demonstrated value stream mapping to the world. They showed readers how to translate two Lean KPIs into statistics while demonstrating VSM. The Lead Time and the Percent Value Added Work are these two measures.

Reduced lead times are advantageous for businesses.When asked what Toyota was doing, Ohno was reported as stating in his book The Toyota Production System, Beyond Large Scale Production, All we are doing is looking at the time line, from the moment the client puts us an order to the point when we receive the cash... We are also shortening that timeline by eliminating non-value-added trash. Lead-time reduction is a crucial strategy for Ohno in enhancing the company's cash flow. It is obvious that in addition to its benefits in the production system, it also has this commercial advantage.

An Advantage in Manufacturing

Flexibility and responsiveness are two crucial traits that many organizations need but which few assess in any way. They are interrelated. You get both when you choose one. Although I am unaware of any corporation that does so, manufacturing flexibility and responsiveness are still very essential business criteria. If you ask any planner, the only thing they would want to have more of is accurate projections, followed by the capacity to make last-minute changes to existing plans while still meeting deadlines. Chap. 15 is a nice illustration of how the Bravo Line benefited from shorter lead periods. If you want, you may read it right now. It is made evident how lead times and lead-time enhancements were transformed into significant commercial benefits. We will go into further detail about two lead times that are quite important. As follows:The amount of time it takes for the first item to be finished and prepared for packing is known as the first piece lead time. The main advantage of this measure being quick is that the final quality inspection is often performed just before packing, therefore this is the reaction time it takes to determine that either the quality is okay or that the process has to be changed.The length of time it takes to complete a whole shipment is known as the lead time. Of course, this is the main parameter considered while making plans[1], [2].

How may the benefit of flexibility benefit you and your company? So, suppose a client calls and asks to alter the model mix. In the Original Case, we must inform the client that we currently have a batch in the production cell, which will take about 6.2 days to clear the line, and that we can execute their request immediately after that, which will take an additional 6.2 days, allowing us to dispatch it in 12.4 days. Given that, as you may remember, this line does not always run on time, any planner who loves his life will now add some fat to it. Therefore, the planner will probably make a 15-day commitment and won't be able to sleep until the product ships.On the other side, when it comes to the Leaned-out procedure, he estimates that it will take 2.4 days. Since this process often goes as planned, he also firmly states that we will ship in three days. But that's not necessarily how life is. Even the most effective systems may have issues. In a scenario with a short lead time, it is feasible to take some corrective action if the existing production is delayed, delaying the request from the new client. It can take a week for the issue to manifest in the lengthy lead-time situation. The capacity to react to irregularities more rapidly is yet another form of flexibility that a short lead-time manufacturing system naturally has[3], [4].

DISCUSSION

Excalibur Machine Shop, Lead-Time Reductions. We may get some understanding of the application of these ideas to a job shop employing batch type operations by taking a look at the Excalibur Machine Shop.To instruct Excalibur in Lean concepts, we were recruited. Despite their lack of familiarity with TPS or Lean concepts, they believed that they may be able to use them to solve some of their manufacturing-related issues. They identified the following issues:Compared to their target of 80 percent minimum, labor efficiency was just 56 percent. Here, bid hours for a task were compared to hours actually put in.They regularly experienced problems with quality. No task was completed without rework, and the majority of assignments had two or three rework episodes.They constantly appeared to require extra time to do projects, even if they began with plenty of time. 35 percent of the tasks still had unplanned accelerated freight expenses, which significantly reduced profit margins even after working extra.We visited a factory, and it was clear that they urgently need Lean practices. We created a four-day Lean training curriculum around their issues. We also completed a collaborative assignment in class. The assignment was to use one of their industrial apps to apply the Lean concepts. They were so inspired by what we had done on paper in class that they wanted to put it into practice on the ground. We fell to the ground once our contract was renewed.

The Endeavor

This facility produced metal. A junction box utilized in the telecom sector was the item they had decided to Lean out. The box was 8 inches deep, 24 inches broad, and 36 inches high on the outside. Precoated steel in 12 gauge was used to make it. The bill of materials included 22 components in addition to the 80 rivets and 40 screws per assembly.

The Turret CNC Punch Press

The procedure included stamping out a topside assembly made up of the top and seven additional smaller elements using a computerized punch press. Each of the huge sheets, which constituted five assemblies, was manually put into the punch press. The operator would separate the previous sheet, take off the protective covering, separate the components, and put them into containers to be delivered to the deburring process while the machine was cycling. The operator would move the production to deburring after 100 assemblies had been made, then alter the setup and make the bottom-side assembly. The bottom and four other smaller components made up the bottom-side assembly. After 100 assemblies were produced, these parts were also transported to deburring and the operator would switch to his next product. These parts were handled in the same way as the topside assembly, with protective coating removal, segregation, and placement into containers for deburring. The machine cycle time for the top and bottom-side assemblies was ten minutes, or two minutes each assembly. For this product, the turnaround time was 36 minutes.

Deburring

The Turret's work-in-progress was then moved to deburring. The cycle time for an assembly using automated deburring equipment was 36 seconds, and no changeovers were necessary. The operator of the deburring machine was barely loaded. He would bend 100 topside assemblies after deburring a batch of 100 of them at the Press Break. He would bring them to the Press Break after waiting for the bottom-side assembly to arrive.

The News Brief

Although there were more parts and bends needed for the topside assembly, both the topside batch and the bottom-side batch took 1.2 minutes. At the Press Break, the operator would bend the components to the assembly. The operator simply needed to alter the program in the computer's database even if there were several changeovers every batch since the tools were already loaded.

Assembling cell

The finished work-in-progress was set aside in a holding room as it waited for its turn on the assembly line's eight workstations. The product's assembly line time would be planned after all the raw ingredients were available. Charting the Lead Time and Reducing Lot Sizes. We had finished a lead time chart in the classroom before to starting the assignment.

The batch lead time in this instance was 1220 minutes, or more than 20 hours of manufacturing time, and a big lot was 100 units. This batch of 100 met the demand for this specific cabinet by around two months. We desired a smaller batch size and, of course, a one-piece flow, but at the time, one-piece flow with one-piece transfer lots was not feasible. This was impracticable due to their usage of huge, multifunctional machinery. Still, we want to reduce the batch size. We chose a batch size of 20 since a pallet had 20 completed pieces, and they assured us that they would never create fewer than a pallet. As a result, the punch press would undergo ten changeovers instead of only two for the 100-unit batch. Recall that the topside assembly and bottom-side assembly components were both carved out using the CNC punch press. One machinist was responsible for running the CNC punch press; he conducted all of the loading, unloading, and changeovers by himself.

The Assembly Cell's Balance

The assembly cell's functioning was then examined, and a balancing study was finished. There were eight operators in the cell, and despite just 26 minutes of labor per unit, station 4 had a six-minute congestion. With 8 operators and a bottleneck of 6 minutes, even though we only had 26 minutes of work per unit, we required 48 minutes of paid work each unit, which amounted to an 80 percent additional labor expense. We were able to balance the workload and cut the bottleneck to 4.5 minutes since almost all procedures were manual. We only required 26/4.5, or 5.8 employees, with this new time limit. Even though only six operators could be used in the assembly cell, we elected to start with seven, which is still a decrease of one worker. We adjusted the workstations and the work instructions, and the assembly cell was prepared.

Increasing the Speed of Changeover at the CNC Punch Press

Next, based on our earlier experience in the classroom, we believed there were possibilities in the CNC punch press changeover times. The lead time would increase by about 300 minutes if we were unable to shorten the changeover time. Again, we conducted a SMED study in the classroom. Remember that the time for changeover was 36 minutes. We discovered over 11 minutes of external work in these 36 minutes, leaving 25 minutes of internal labor for analysis. Changing tools took, on average, only 25 minutes, so we hired two more operators and set them to work. One operator was the lightly laden deburring operator, while the other was the person released from the assembly cell. We simply split the 25 minutes among the three individuals and provided them with the instruction required to swap out the punch press's gear. On paper, we were able to shorten the tool changeover time to slightly over 8 minutes by performing the tool changes in three parallel routes. However, we included 10 minutes for a changeover in our plans. Actually, the initial switchovers took roughly 10 minutes to complete. Access was a problem since there were three persons grouped around this punch press. Even though we were certain we could cut costs even further, we stopped making adjustments at this point. On potential time-saving possibilities, notes were made and kept for later use.

1. Beginning the First Run.
2. Getting the ball rolling.

Now that we were prepared, we began the manufacturing. It went well, and we were nearly able to produce tiny batches.We were aware of quality issues and could see the kinds of issues they were having. We also discovered the reasons behind why these quality issues had such a significant impact on their labor productivity throughout this first run.

Experiencing Issues with Quality

About 2.5 hours into the run, when we began the assembly cell, we discovered an issue with the topside assembly. On the CNC punch press, a single tiny hole had been created with the incorrect recess dimensions. Fortunately, we discovered this after just 40 units were made. Without interfering with the assembly cell, we were able to rebuild the 40 units offline. We installed the appropriate tool during the subsequent changeover of the CNC punch press. At the Press Break, we also discovered that one bend had been overlooked on the bottom-side assembly. These were done and brought back to the Press Break. The assembly line lost a total of around one hour in total.

The Course Smoothens

Other than that, everything went according to plan. They needed to manufacture another batch of 100 about three weeks later, and everything worked well. In both instances, they were ecstatic.

Labor Productivity Soars

Their labor productivity was estimated to be 118 percent in the first run utilizing smaller quantities. Three weeks later, in the second run, labor productivity increased to 146 percent. Go. We develop the system, make improvements to it to create a new current case state, and then look for other possibilities to enhance itas is so often the case. The circle looks to go on forever, and it does.Increased switchovers without any out-of-pocket expenses. It's noteworthy to note that some people objected to adding more setups to the CNC punch press because they felt that doing so would tie up manpower and not boost output. They saw it as trash. A cursory check of several linked operational procedures, however, revealed the following.

First, they started inspecting every single manufacturing item that came off the punch press in an effort to identify quality issues as soon as possible. An automated optical inspection instrument was used for this. Additionally, it was company policy to halt production after the first sheet until the quality technician approved it. The duration of this inspection process step was 12 minutes. The examination, however, often caused a delay and took much longer than 12 minutes. I looked through some documents and saw that the inspection delay was 46 minutes on average for the previous two months. Everyone was aware of this, and nobody liked it, but ultimately, nothing was done about it, not even a suggestion. They didn't object to this time delay at all, but they would balk at the one brought on by another configuration.Second, and more importantly, the CNC punch press was manned full-time and only intended to operate 73 percent of the time, including for maintenance. Therefore, whether it was operating or not, they were still paying for it. Changeovers on this machine were currently free, although they resisted doing them.

This is not rare and we see this in many firms. Therefore, it is simple to see that they have some severe wastes in the system that are higher than the cost of a switch, but they go unseen. It often results from the ideologies that these firms adhere to, which are frequently unquestioned. Since paradigms will always exist, they are not the issue. The refusal to question the current quo is the issue. Herein lies the benefit of working with a consultant. He or she will see these chances far more quickly than the company's employees. As a result, your consultant will provide chances that you may otherwise miss. The following paragraphs will show how that advantage was used to solve business difficulties and, to put it another way, make some money. Your consultant will assist you in your Learning to See. This is a great support.

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Regarding Excalibur and the Use of Lean

Excalibur production was able to minimize waste in their process and produce a better product in a more adaptable and responsive production system, even though this is not a textbook illustration of the implementation of the TPS principles. Applying the Lean principles allowed them to create their goods with minimal waste.

How a Job Shop Uses Lead Time

One more aspect concerning lead time in a work shop setting that is vitally essential to comprehend. project shops sometimes do not have a guarantee of three years' worth of business on the horizon, unlike the average car supplier; instead, they frequently move from project to job. Their contracts are often competitively bid, and the stated delivery time is frequently a major deciding factor, coming in second only to cost in the final bid review. Even with the lowest quote, you will not get the project if you are unable to produce on time. Lead time is so essential to these business owners. Long lead times almost certain failure whereas short lead times do not ensure success. For these nimble enterprises, a short lead time equals future business.Using Lead Time as a Fundamental Tool to Reduce Variations. Reduced lead times are a powerful variation reduction approach, not only an outcome of reduced variance. Inventory reductions are made possible by directly reducing the lead time. This lessens the likelihood of environmental influences causing harm or degradation.

There is also the variety that the planning process itself directly added to the process. In its ideal state, I find that the planning process is a major source of variance. This can be attested to by anybody who has attempted to manage a factory floor using MRPII or any of the other planning methods. It is not useful. Even under the best-case scenario, the pace at which the shop floor operates is faster than what can be accomplished by conventional planning techniques. The floor is changing hourly or quicker, although the planning cycle typically includes a weekly update. No matter how often the planning process is updated, the manufacturing floor cannot be managed with it.

Additionally, the plan becomes more unclear the farther out you need to estimate it, or the longer the projected lead time is. This uncertainty is just variation under a different name. Planners bolster their estimations and include a little amount just to be sure or just in case to ensure that all eventualities are addressed. Currently, a JIT manufacturing process is being directed by a JIC planning process. The tier 1 suppliers further pad their estimates after receiving the padded plan to account for their contingencies, adding another layer of JIC. This is how the whole planning process is carried out. The more the timetable is advanced, the greater the amplification of this cumulative addition. This occurs throughout the supply chain and is a significant cause of variance. Or, to put it another way, the prediction is more accurate the shorter the lead time[5], [6].Long-term planning and raw material management still need the use of planning software like MRPII. Additionally, they work well as a user interface for accounting, for instance. Don't get me wrong, MRPII makes sense to those who do not understand a JIT system. For those who lackWHEN used to start production on the floor, stand JIT, MRPII is a significant waste-generating instrument.

1. Methods for Shortening Lead Times.
2. You may use seven fundamental approaches to shorten lead times and increase throughput.

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3. Increasing Production Speed.
4. Combining the following reduces manufacturing time.
5. removing superfluous processing steps.
6. lowering production flaws.
7. adjusting the circumstances to allow for the elimination of those processing steps that are now required but offer no value.
8. Cutting Down on Piece Waiting.
9. Through the reduction of piece wait times through balancing, the flow is synchronized.

1. Cutting Back on Lot Waiting.

The amount of time a piece in a lot waits to be processed is referred to as the lot wait time. Reduce lot sizes, even out the model mix, and shorten lot wait times. One-piece is the aim of minimal lot sizes. First piece wait time likewise decreases with a decrease in lot wait time. Though sometimes disregarded, this period is crucial. Quality and production problems will always exist, and it is important to find them as soon as possible so that they can be fixed. The first item lead time is often the secret to quickly responding to quality issues[7], [8].

Process Delay Reduction

Process delay is the amount of time a whole lot must wait before processing. It is often known as line time. To get rid of this, we must coordinate the flow across the whole facility and level production quantities and processing capacity. Mismatched capabilities and batch manufacturing are the main reasons of these delays. Transportation delays and a lack of coordination may both contribute to this.Managing the Process to Take into Account Deviations and Address Issues. There are several factors that affect manufacturing lead times, including equipment failures and quality-related stops, to mention a few. As a result of all these variances, stocks increase, and in lean manufacturing, we want to achieve zero inventory wherever possible. Don't add inventory when the system is variable. Attack the variant instead. The idea of transparency is one of the most important instruments for managing the process. Rapid Response PDCA may be used if the state of the process is visible.

Cutting Down on Transportation Delays

Transportation is prioritized by one-piece flow, synchronization, and product leveling, which is wasteful. There are a number of measures that may be used to decrease this waste. The first thing that comes to mind for most people is kanban, yet kanban has inventory and adds a second delay due to the transmission of information, making it a double waste in and of itself. Therefore, attempt to steer clear of kanban systems by employing conveyors or close-coupled procedures, such those found in a cell.

Speeding up Changeovers

We have to switch over between production runs if a machine has numerous functions. We add inventory buffers that, while allowing continuous production, slow down the overall flow in order to sustain output before and after the machine. As a result, we may decrease the inventory before and after the machine if we shorten the changeover period. SMED, a productivity approach for reducing lead times, often has tremendous benefits on inventory reduction, which greatly improves lead times and flow.

Why Lead Time Is the Fundamental Lean Measure

You will discover that having short lead times and reducing lead times is such a fundamental Lean technique that it is a reliable indicator of Leanness. Additionally, a number of additional conclusions about a corporation may be made if it has short lead times[9], [10]. You will almost always discover that they have:

1. Optimal inventory control.
2. Good caliber.
3. A successful delivery performance.
4. Good availability of machines.
5. Effective problem-solving.
6. Very little variation.

CONCLUSION

In conclusion, it is impossible to overestimate the importance of lead time. Lead time control and reduction improve customer happiness, operational effectiveness, inventory control, and overall company success. Organizations may improve their competitive position, foster customer loyalty, and experience sustainable success in a dynamic market context by giving lead time reduction tactics top priority. Shorter lead times are essential for sustaining competitiveness in the fast-paced corporate environment of today. Companies who can introduce goods swiftly, react to market demands quickly, and adapt to changing client requirements have a major edge over rivals.

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NURTURING A LEAN CULTURE: FOSTERING CONTINUOUS IMPROVEMENT

Mr. Mrinmoy Biswas*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-biswas@presidencyuniversity.in

ABSTRACT:

Lean cultural transformation is a fundamental aspect of implementing lean principles and practices within organizations. This chapter explores the significance of lean cultural transformation, examining its impact on employee engagement, continuous improvement, teamwork, and overall organizational performance. It highlights the key elements and strategies involved in fostering a lean culture and emphasizes the role of leadership in driving cultural change. The chapter discusses the importance of creating a culture that values continuous improvement and embraces lean principles. A lean culture encourages employees to identify and eliminate waste, collaborate across departments, and actively participate in problem-solving and decision-making processes. It promotes a mindset of learning, adaptability, and accountability throughout the organization.

KEYWORDS: *Leadership, Lean Mindset, Standardization, Teamwork, Value Stream Thinking, Visual Management.*

INTRODUCTION

We have made a concentrated effort to avoid many of the more serious cultural difficulties, but whenever you make a change, you must take the culture into account.Therefore, we will simply cover the few cultural challenges you need to comprehend and effectively handle in order to ensure the success of your endeavor. We concentrate on the three core challenges in any cultural shift in this article, which you may think of as Cultural shift 101. These three cultural issues leadership, motivation, and problem-solving form the basis for the initiative’s activities. We also highlight the need of focusing on fundamental concerns, interconnectedness, and the judoka notion as important cultural elements that Three Core Problems with Cultural Change. Any time a significant endeavor to change the culture is launched, like the implementation of a Lean project, three key problems must be resolved.

Leadership

Each question will be addressed, with leadership being the first and most crucial topic to examine. What precisely is a leader? Simple: It is a person with a fan base. Just because HE says to do anything, his followers will comply. They may follow him because of his personality, his competence, his position, or maybe a crucial mix of these four facets of who he is. They may also follow him because of his character or because of his position. The important thing is that people are prepared to act, follow him, and often even endure great pain and sacrifice in order to support this leader. They follow his or her instructions to the letter. They have everything they need.

How does this leader persuade his followers to accept his commands? There is a ton of writing about leadership, some of which is excellentsome of the greatest being Robert Greenleaf's. Some of the literature utterly misconstrues the subject of leadership, while others cover all the essentials without drawing attention to the crucial few essential traits. I won't go into depth on leadership. Right now, it is not required; instead, we will talk about the essential qualities that all leaders should possess. The leader of this Lean endeavor must possess these abilities as well. The leaders of such initiatives may require additional abilities as well, depending on the sort of cultural change being done, or even where or when it occurs, but these are the crucial few qualities that are absolutely important for ANY leader. The effortwhether a Lean project or the overthrow of a nationwill almost certainly fail if he or she is deficient in any of these qualities[1], [2].Any leader comes to mind. A political legend like Winston Churchill, Martin Luther King, or even John F. Kennedy may be the culprit. It may be a spiritual figure like Gandhi or Christ, or a sports figure like Vince Lombardi. These were all outstanding leaders. Despite the differences between their separate areas of endeavor, they had certain abilities in common that contributed to their success. Having stated that, what traits do these leaders have in common? by every leader?

To start, every leader has a strategy. Martin Luther King's I have a dream speech made his strategy famous. He said, one day live in a nation where they will not be judged by the color of their skin, but by the content of their character, and even now, some 40 years later, many people still cite him. What about Gandhi's strategy of nonviolent protest? The plan of Christ was perhaps the most elaborate of them. Despite dying more than 2000 years ago, his fan base continues to expand. Everyone had a strategy.Your Lean initiative leader has to have a strategy as well. Without this individual or his strategy, my counsel is firm and unambiguous. Do not even begin. You will fail if you try to carry out this program without solid leadership and a solid strategy. Additionally, you will have increased the bar for your personnel, and they will be let down. This merely makes the subsequent effort harder. Definitely take your time with this endeavor. Before you begin, choose a capable leader and create a sound strategy.

These guys all had the second essential trait: the capacity to articulate their strategy in a way that would encourage acceptance from the audience. They have the power to engage audiences. The fact that all of these instances were accomplished orators is not a coincidence. Gandhi, I'm not so sure, but the other speakers could hold an audience spellbound with their orations. Ray Nietzsche, a legendary middle linebacker under Vince Lombardi, famously said of the coach, When coach Lombardi said to sit down, I didn't even look for a chair. Their speeches were a very effective technique that they used to draw in, inspire, and engage a following. Even if the speeches' substance was often very inspiring in and of itself, there is no doubt that the verbiage and style of delivery were crucial. This ability is also something the Lean initiative's leader must possess. They must be able to engage people participating in the Lean endeavor. They must motivate the populace and win over their emotions in addition to encouraging the hands and feet of their followers to go in the correct way.

There are several instances of efforts that were successful when the person who created the idea was not the one who presented it. But in our Lean program, this kind of brains and mouthpiece combo won't function. Since they will need to be on the floor every day, watching, resolving issues, and communicating with everyone in the facility, both talents must be present in the same individual. The ability to lead from competence is being able to respond swiftly to questions and challenges[3], [4].The determination to carry out the plan at any costs is the third and last essential quality of a leader. He must demonstrate the ability to remain on track in the face of challenges, obstructions, and pushback. He must be prepared to take action at any costs in order to accomplish the essential goals. This capacity for action is crucial. Many excellent plans have fallen short, not because they were not required or not good enough, but rather because the leadership had the confidence and character to carry out the challenging choices. This ultimately jeopardized both the strategy and the overall attempt. We have far too many examples of this.

They must first be able to accurately recognize the scenario and be fully informed of events taking on within the facility in order to react appropriately. Second, they must be outstanding problem solvers themselves. They must be able to evaluate the available alternatives and correctly apply the necessary values. Finally, they must possess the judgment, bravery, and moral fortitude to take action when it is necessary and, conversely, employ those same qualities to refrain from taking action when deliberate inactivity is the proper course of action.The person in charge of your Lean endeavor, whether it be you or someone else, must possess these three qualifications:

1. Being able to create a plan.
2. The capacity to communicate this strategy and persuade people.
3. The capacity to carry out a strateg.y

Choose your leader wisely, and if you don't already have someone with these abilities, look for someone who does. Leadership cannot be substituted. Any attempt at compromise on this issue will end in disaster.Our observations show that one of two driving elements drives almost all effective Lean projects. The first aspect is obvious when the business is facing survival head-on and is on the road to get customers' attention. The most frequent cause, however, is when your client demands that you adopt Lean, i.e., when they state, if you wish to continue doing business with us, you must adopt a Lean Manufacturing System. Both ultimately revolve around the same topic: survival.There are times when we encounter businesses that wish to undertake a Lean initiative because a visionary has mandated it. This decision is often a well-informed one that is a part of a larger corporate plan. Usually, the home office, which is often far from the impacted industrial locations, provides the guidance. These attempts, in my experience, often go along considerably more slowly and with much less success than those that are driven by survival. Rarely do I see a high buy-in at the plant level, and the success rate is negatively correlated with the separation between the plant and the visionary.

In the end, if your main priority isn't your long-term survival, it's probably not about your present survival. Because as you will see, if you do not improve, you will not survive as the competition does. In reality, it is a survival concern since our Lean project is the most aggressive kind of change we can develop. It will be crucial to communicate this message to everyone in the building so they will be sufficiently inspired to make this endeavor a success. As we are discussing a cultural transformation, do not be shocked if you encounter opposition to this subject. opposition to cultural change is a given.This describes pretty much every endeavor for a cultural change that I have encountered.Every civilization aims for stability. Thus, resistance to change is innate in all societies.The human body exhibits a similar resistance to change, known as homeostasis. The body naturally tries to find an equilibrium posture. We must push our body beyond its limitations if we want to improve it. We must create discomfort. Consider a person who aspires to be a great athlete, let's say a soccer player[5], [6].

The ability to run continuously is one of the numerous talents that a soccer player must master in addition to having excellent cardiovascular fitness. He must repeatedly push his body over its comfort zone in order to develop this skill; he must experience discomfort and even agony; he must also possess the mental fortitude to push through the discomfort and be prepared to do more the following time, fully aware that it will be uncomfortable again. Even if he would want to take a day off or go out, he must fight the urge to do so since he is aware that doing so would not advance his aim of being a great soccer player. He can stick to his routine despite what both his mind and body are telling him as long as he has his sights firmly fixed on his objective. He may track his time for a two-mile run to gauge his degree of fitness. He is further inspired by his mini-success when he notices this improvement, and when he realizes that his improved performance on the field is a result of his improved fitness, he justifies the anguish and suffering he had to put his body through. At this time, he often experiences emotions that go beyond justification: He is pleased of his efforts and frequently feels a real sense of maturity and success.

Despite this, he will face further obstacles and diversions. Some others may criticize him for working too hard, complaining that he needs a day off, or for taking the issue too seriously. They often tell him this in order to further one of their own causes rather than because it is in his best interests. Nevertheless, he thinks that sounds wonderful and thinks to himself, Well, I've been working very hard. Perhaps I do deserve a day off. Well, maybe he does, perhaps he doesn't, but either way, these deterrents put his willpower to the test, and he must choose which is the best course of action. Those who aspire to greatness will muster the strength to overcome obstacles, make the necessary sacrifices, and remain steadfast in their pursuit of their objectives. They often become less popular or face other social pressures as a result, but those that are focused continue and keep their eyes on the prize.The adjustments we must make as part of our Lean strategy are comparable to those an athlete must make. Like the sportsperson, we must:

1. Have a certain goal in mind.
2. Recognize that we must adapt if we are to succeed.
3. Be aware that the changes will sometimes be uncomfortable and even painful.
4. Recognize that there will be forces both within of us and outside of us that are motivated by various goals. These forces will oppose the essential adjustments and often steer us in the incorrect path.
5. Despite this, we must remain persistent and goal-focused.

Leadership is very important in this situation. The boss must be aware of everything. They must also prepare the populace for the changes and the consistency of the impending transformation. The leadership must grasp that the manufacturing industry as a whole is progressing, and that if we maintain our current course, we are really going backwards. To live, we must advance, and advancement requires change. Change becomes the norm, and if we want to be more competitive, we must advance more quickly than our rivals. As a result, we must adapt more and perhaps faster than our rivals. Therefore, in order to thrive, we must accelerate our rate of change such that it outpaces our capacity for survival. Any leader will find it difficult to sell that.This paradox has little effect in many non-Lean factories since engineers and managers are normally the ones making the changes while employees typically follow orders and try not to deviate from them. However, Ohno advocates in his works for everyoneworker, supervisor, engineer, and management aliketo participate in problem-solving, or better yet, change.

He is clearly making an attempt to incorporate more employees in the transformation cycle.

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Quality circle initiatives, employee engagement initiatives, and other earnest attempts to tap into staff expertise to exploit plant capabilities are perceived as demonstrating this. This contradiction has to be recognized and used in those places where the labor is employed to its fullest potential.Consequently, our leader has a challenging challenge. He believes he has to foster an openness to change inside the company. To be really honest, we think this is difficult since it goes against human nature for individuals to actually want to change. Instead, the leader must create a culture mature enough to see that change is required. Then, in order for the culture to transform, he must provide it the appropriate tools. The leadership and management will always have a struggle in bringing about this shift. They must achieve a desirable condition that is comparable to the athlete's mental state. The leadership has to cultivate a culture and attitude that says, we are willing to experience the temporary discomfort of the change because we know that this pain will go away, and only by experiencing this discomfort can we achieve our objectives.

DISCUSSION

The existence of competent problem solvers is the third prerequisite for starting any venture. Let's check to see whether we are speaking the same language first. What precisely is a problem? I achieve this by using the approach to problem-solving that Charles Kepner and Benjamin Tregoe pioneered in their book The New Rational Manager. According to their definition, a problem is the gap between what is and what should be. Additionally, they categorize what most people refer to as difficulties into three categories of concerns. difficulties, judgments, and prospective difficulties are these three issues. Management often has the authority to address or resolve problems of types 1 and 3. Type 2 issues are the most prevalent and need everyone's help to resolve. These issues include the usual customer complaint, the unmet production demand, the unmet quality standard, and the unmet delivery date. Type 2 issues may also be internal, including cycle time deterioration or OEE not being reached. It must be made clear from the start of the Lean endeavor that everyone is accountable for finding solutions. Management's task is to get everyone involved in activities that involve problem-solving. How this is approached may be decided as the initiative grows. For instance, some people have had excellent success with small group activities like quality circles. All workers need to at the very least learn the 5 Whys.

The beginning stages of a Lean endeavor do not depend most heavily on this sizable team of problem solvers. Most important is a tiny group of very gifted problem solvers. There are often just three or four workers needed, even at a facility with 500 people. A variety of personnel, including group leaders, production supervisors, technicians, and of course engineers, may quickly and easily handle many issues, especially in the early stages of implementation. However, certain issues may arise that call for more specialized knowledge than the average group leader, production manager, or technician would possess. In addition, the data collection and analysis for some of these issues takes a substantial amount of time. Many manufacturing employees lack the time to complete the essential data collection, reduction, and analysis tasks, even when they have the knowledge to handle these issues. These three or four gifted issue solvers need to be knowledgeable about both plant functioning and a broad variety of problem-solving approaches.

Many people are unaware of yet another problem solving-related issue, namely the fact that problem solution is just another term for the standardizing process. Therefore, individuals that are strong at addressing problems are also good at standardization. The converse is also true: People who are poor at solving problems will also be poor at standardizing. The importance of uniformity and the importance of reducing variance in all forms are often emphasized in this work. Standardized procedures are essential to Lean production and cannot be substituted. Our problem solvers are now doing two tasks. They start by resolving issues, and you now see that the same abilities are needed to use standardized procedures. The Appendix A is where this topic is discussed in further detail. But let's talk about the abilities that this group of problem solvers need right now[7], [8].

Logical issue resolution is the first and most crucial skill. The Kepner-Tregoe Methodology is far and away the best method I am aware of. Attending a training session led by Kepner-Tregoe is the finest training investment you can make if you want to learn these abilities. If this is not possible for some inexplicable reason, pick up their book, The New Rational Manager, and educate yourself. Additionally, KT offers Analytical Trouble Shooting, a less rigorous training, which is still very good. At the Ford Training Center, there used to be a course you could enroll in called TOPS: An Acronym for Team-Oriented Problem Solving. To finish Ford's 8D, you have to complete the KT Methodology in class. The TOPS initiative, however, was discontinued when the Automotive Industry Action Group was established and auto industry practices were standardized. This was a significant error that has to be fixed. According to my observations, the KT Methodology has the widest applicability and the best percentage of problem-solving success. It does have one flaw, though: there aren't many statistical methods available to help with variance measurement and statistical decision-making.

This is where the Six Sigma statistical tools for problem-solving are so effective. Even while we refer to Six Sigma as a problem-solving methodology, it is really deficient in many of the strong logical tools that the KT Methodology has built-in. Instead, it uses the straightforward DMAIC process. When making statistical judgments and understanding the associated risks numerically, Six Sigma techniques are very effective. Statistical and decision-making abilities like as multivariate analysis, hypothesis testing for variance and averages, correlation and regression, SPC, MSA, DOE, and Response Surface Analysis are all part of the Six Sigma toolkit. Even without any Six Sigma Blackbelts on staff, at least one person should be knowledgeable with DOE. Learning the fundamentals of DOE takes relatively little time, and there are many applications in most production facilities. Six Sigma practitioners resemble the Deming Statisticians who are often discussed. Refer to W. Edwards Deming's Out of the Crisis, notably Chap. 16, for an excellent overview of that group.

The abilities needed for group facilitation are a widely underappreciated collection of abilities. These abilities are useful not just in groups but also whenever a problem solver has to communicate with someone else, such as when asking the line workers for information. Thus, these abilities may significantly increase a problem solver's effectiveness and efficiency. There are several venues to get this training, and Six Sigma training includes some of it. But I advise you to send anyone who need these abilities to the training offered by Oreil Incorporated. Alternatively, you might educate yourself by purchasing Peter Scholtes' The Team Handbook.Finally, I have found the so-called Shainin tools to be useful, particularly if you work in the discrete components business, particularly electronics. They have been made public in Keki Bhote's book, World Class Quality. Do an out-of-print search for this book if you wish to buy it, and look for the original edition if you can. It is more effective than subsequent iterations and often costs less as well.It would be beneficial if at least one member of your team was a certified Six Sigma Blackbelt, had great group facilitation abilities, and was knowledgeable and experienced enough to lead a facilitated spin-around on a range of issues[9], [10].

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CONCLUSION

In conclusion, for businesses wanting to achieve sustained improvement and operational excellence, lean culture change is crucial. Organizations may lay the groundwork for success by developing a culture that emphasizes learning, collaboration, and continual development. Organizations may alter their culture and promote positive change across the business through strong leadership and a dedication to lean principles, leading to greater performance and long-term success. In order to convert culture toward lean, leadership is essential. The behaviors and attitudes associated with lean principles must be shown by leaders, who must also provide staff direction and support. They must convey the organization's mission, harmonize its values, and foster an atmosphere that supports experimentation and learning.

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BUILDING A LEAN CULTURE: CULTURAL ASPECTS OF IMPLEMENTATION

Ms. Leena George*

*Assistant Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-leenageorge@presidencyuniversity.in

ABSTRACT:

Cultural aspects play a crucial role in the successful implementation of lean principles and practices within organizations. This chapter explores the significance of cultural factors in lean implementation, examining the impact of values, behaviors, communication, and employee engagement on the adoption and sustainability of lean practices. It highlights the need for cultural alignment, leadership commitment, and employee involvement in driving cultural change during lean implementation. The chapter discusses how organizational values and beliefs shape the cultural context for lean implementation. Aligning organizational values with the principles of lean, such as continuous improvement, respect for people, and customer focus, fosters a culture that supports and sustains lean practices. Cultural alignment ensures that lean becomes embedded in the organization's DNA rather than a mere set of tools and techniques.

KEYWORDS: *Collaboration, Continuous Learning, Employee Empowerment, Kaizen, Leadership Commitment, Open Communication.*

INTRODUCTION

The aided spin-around is a highly effective tool for gathering data and solving many sorts of issues. This is a bad approach for many data-driven, on-the-line production issues, however. First of all, it is seldom necessary, and secondly, it just takes too long. It works well for questions like should we require all employees to wear a uniform? that include soft data, such as views and emotionally sensitive topics. It is a method that will result in excellent conclusions, but more significantly, because of the process itself, the participants will be strongly motivated to carry out the group judgments. To obtain unanimity, the aided spin-around is often necessary. Your organization must be able to employ these methods and have facilitators who are qualified to guide these groups. The method is as follows:

1. The facilitator gives a self-introduction.
2. The subject in extremely short.
3. The group's goals; d. the agenda; and the meeting's anticipated duration.
4. The discussion of meeting ground rules takes place at the start.
5. The brainstorming guidelines are reiterated by the facilitator, who lists them as follows: a. One thing per individual each round.
6. Each individual in turn.

7. Flipcharts are used for recording and uploading each item.

This small group must also be accessible anytime the plant is operating. Although this group as a whole is often not immediately accessible, it has to be managed such that at least one of these issue solvers is.Problem solvers with the necessary abilities to solve issues are quite uncommon. They need to be able to:

1. Quickly understand a scenario.
2. Convert it into an insightful issue formulation.
3. Have the ability to collect and organize data.
4. Perform a scenario analysis, including a statistics assessment.
5. Use root cause analysis to solve problems.
6. Make a list of potential answers.
7. Evaluate the alternatives by comparing them to the requirements of the company and considering the risks associated with each course of action.
8. Choose the best course of action.
9. Apply project management expertise to develop action plans for this solution.
10. Exhibit the leadership necessary to put those goals into action and enhance facility performance [1], [2].

To be a skilled problem solver, you need an amazing set of talents. Most managers feel that the lack of competent issue solvers is primarily due to a lack of the essential abilities, namely the technical skills, and that all necessary skills can be learned. Then, according to these managers, all that is needed is to teach these individuals the appropriate technical abilities.Our observations contradict this rationale. While it is true that few persons possess the technical skill inventory stated previously, some individuals who do possess the necessary technical abilities still lack the other characteristics necessary for efficient issue solving. What then are these other qualities that are needed?We must first develop a problem-solving technique. There are several of them, but they all take the form of:

1. An observation or assessment leads to the realization that we have a problem. The issue is then described.
2. You need to make observations regarding the trouble spot.
3. Evaluations must identify the root of the issue.
4. Problems must be envisioned, developed, and evaluated against ideals.
5. Choices are produced.
6. Action plans are created based on the choices.

Second, let me briefly discuss how people's personalities form. A personality theory created by C.G. Jung is still frequently used today. He said that there are primarily two components to how we use and manage information.First, there was the Observing Scale. Individuals absorb information in this manner. By sensing it, or by touch, feel, smell, and other senses, it is done. These folks are known as sensate. Or, this knowledge might be acquired by intuition. Things like

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my gut feeling or I just sensed that are indicative of this. Although most people see intuition as a less reliable method of information acceptance, its importance cannot be understated, particularly when it comes to problem solving.The Evaluating Scale is the second component of Jung's personality paradigm. The observations observed are explained by this assessment. Two extremes define it. While empathy could be a better English term, one is referred to as thinking and the other as feeling. Pure thinkers base their judgments on reason and verifiable facts. People who have a strong feeling function, however, will make choices based on what we term human values, including, but not limited to, community, human worth, and quality of life. As one would anticipate, Thinking-Sensate personality types make up the majority of the workforce. The thinking-sensate would be in the top left quadrant if we mapped them on the scales.

Because of the way personality dynamics work, individuals begin to employ a certain kind of observational strategy and assessment style from a very young age. When they discover one that works for them, they try to improve it so their lives might be better. Even at a very young age, this process of personality formation may be plainly identified while being virtually totally unconscious. As one end of the observation pole tends to work for you, the other end of the scale gets subjugated. This is a dynamic of personality development. As a result, individuals tend to lose their ability to use intuition, and one method of obtaining information tends to dominate a person's personality. Intuition is pushed into the unconscious, and sensing replaces it as the conscious method of information acceptance. Until something happens to bring it to the surface, it will stay hidden. The majority of individuals will establish a dominant method to receive and assess information. Their personality type is then determined by this. One can be a thinking-sensate or a feeling-sensate, to mention just a few examples. Most individuals only acquire two or less of these dimensions, at least until they are older[3], [4].

Herein is the problem. A person uses and develops their personality style once they have it. They may even become too formal and regimented. This rigidity of personality will benefit them in certain areas of life, but as time goes on, life's inherent obstacles will present themselves, and this rigidity will make it harder for them to deal with some of life's problems. For instance, a young male might have highly rigorous thinking- sensibility early in life. Then, after getting married, this man discovers that his wife and children do not respond well to his cold, harsh, analytical thinking, and he must make adjustments.This dynamic is one of the reasons why there aren't many young, highly competent problem solvers in our industry. Later, more on it.

So how does this relate to fixing problems? In contrast to many other kinds of labor, problem-solving requires both strong detecting abilities to make objective observations and intuitive abilities to predict what could occur, even if it is not occurring right now. This is an essential step in the observing process that must take place while addressing problems. A person without this intuitive ability can only imagine what is happening right now, so if the issue just so happens to show itself in the current context, he will notice it; otherwise, he will be somewhat blinded. At the degree of quality required by the majority of firms, it is quite uncommon for us to truly notice the issue when it arises; as a result, people without this intuitive capability are limited in their ability to fix problems. Not only is this intuitive ability necessary during the observation phase of issue solving, but it is also unquestionably necessary throughout the creating possible solutions phase.

Simply put, this is what transpires. When necessary, most companies employ people who have a strong thinking-senate personality type. They often lack intuition since they have strong sensory faculties; this is normal, predictable, and essentially inevitable. Unfortunately, the workforce is lacking in this area when it comes to using intuition to tackle complex problems. So, the organization makes an effort to educate problem resolution, always with the finest of intentions. While much of the approach may be taught, it is difficult to develop intuitive talents in a classroom setting. Therefore, the development of true problem-solving abilities happens gradually. Since the majority of businesses believe that problem-solving skills can be taught, they are often dissatisfied and shrug their shoulders. The reality is that although certain problem-solving techniques may be taught in a classroom, people who are thinking-sensates learn these techniques mostly via experience. Sometimes doing so just entails going through more events in life to develop your personality; in other words, it's a natural aspect of growing older and wiser.My argument is that hardly many individuals possess the whole set of abilities necessary to be really effective problem solvers. Some of the talents may be learned in a classroom, while others are basically unteachable since they are influenced by an individual's personality.

The idea of group problem solving was developed as a result of this polarization of talents inside one person. Even in a small group of five or six persons, we typically find that one or more of the participants exhibits all four of the personality characteristics. This results in persons with strong sensates being actively engaged in the issue definition stage but maybe less so in the highly intuitive stage of thinking potential solutions. A person with a strong intuitive propensity, on the other hand, can help in the stage of coming up with potential solutions but be less active in the issue defining stage. It is highly likely that all four poles may be accurately represented with a small group. Now, if the group also has the necessary technical expertise, it is probable that a successful problem-solving attempt will be made[5], [6].

1. First, for the group to be effective, it must be well-facilitated; as a result, even another talent is needed, that of facilitation, which is in itself in short supply.
2. Second, although being comprehensive, the procedure takes time. Groups must grow and form. The topic of gatherings as a whole is another. Typically, solutions are weeks or even months away. Nothing in this resembles JIT problem solving.
3. Third, the group can lack the necessary technical expertise since Lean implementation problems sometimes include extremely technical concerns. One knowledgeable individual working alone is always more efficient and typically much more successful when intimate technical knowledge is a problem.

We have a ton of knowledge on group problem-solving, group dynamics, and group management, but we discover that these abilities are not the most crucial ones tremendous hone in the beginning phases of a Lean endeavor. Common issues are often more Lean-specific, and rapid solutions are required. These aspects of an issue often indicate that a person is more suited to address it.Overall, it is far preferable to train a small team of problem solvers and let them go to work on the issues on their own. It is simple to teach technical and statistical skills to a group of three or four people. Keep an eye out for those rare individuals who have a personality that is matured enough to be outstanding problem solvers, and you will likely have a strong, stable group. Postpone the initiative's group problem-solving activities until later.An Example of Cultural Change and the Three Fundamental Issues. It describes the three key problems of leadership, motivation, and problem solvers. This article explains in vivid detail how these three problems were handled so well. The way these three problems were handled effectively led to the plant's success, growth, and prosperity beyond all expectations. illustrates what occurs when the three key cultural transformation challenges are not properly handled.

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DISCUSSION

Some Cultural Aspects of a Lean Implementation Worthy of Further Thought. There are various distinctive features of a Lean implementation project. The following few things on the list are all distinct in how intensely they must be tackled in comparison to a conventional project, but none of them are distinctive in terms of their concepts. They are as follows:

1. Activities' interdependence.
2. The focus on fundamental questions and principles.

The Practice of Jidoka

Some individuals will read this list, remarkwell, we're aware of that, and then just continue. If you have such mindset, I can nearly assure you that your endeavor won't succeed. However, if you are one of the wise managers who demonstrates humility, curiosity, and insight and you take the time to observe, comprehend, and act upon these three things, you will experience long-term benefits you had not imagined. These three difficulties, or more crucially, the extent to which they are handled, are often influenced by significant cultural problems, such as:

1. Considering the workforce.
2. The organic development of reliance into independence, and eventually into interdependence.
3. Avoiding simplistic thinking and the convenience of compartmentalization.
4. Basic decency in business and management.
5. The need for maintaining a good balance between the long- and short-term demands of the company and culture.
6. An understanding of, to mention a few, the demands of people, systems, and businesses.

The Interdependence Level

Especially in a Lean implementation, the degree of interconnection across tasks is a genuinely astounding occurrence. The majority of people would want to believe that all of the systems in the world are straightforward, linear, and self-contained. They are simpler to comprehend as a result. This is seldom true. The world's systems interact more often with dependency than independence. For instance, if you start to use Lean practices like load leveling using heijunka boards to decrease the volatility in production rate, many other areas of production will alter sympathetically. For instance, people will feel more comfortable and their workload will normalize. As they gain comfort, they start to make less errors, and as they do, the amount of scrap is decreased, the size of the buffers is decreased, and the workload fluctuation and production rate variation are further decreased[7], [8].The changes brought about by interrelated factors are often significant, difficult for a beginner to predict, and sometimes specific to your situation. The finest advice I can provide you in this regard is split into two parts.To be ready for them when they do emerge, start by looking for them.Second, because many of these interactions are paradoxical as well as counterintuitive, pay close attention to what your sensei has to say about these subjects.For instance, we have previously covered the Lean change dilemma. There is also the judoka paradox, which states that We shut down the system so the system can run continuously.

The Focus is on Fundamental Questions and Concepts. There must be a level of senior management backing for the fundamental concerns that is unmatched by any other project. The adoption of Lean is one of the few managerial actions that has such a profound cultural impact, and when culture shifts are required, management must take the initiative. Can declare with assurance that a glaring deficit in addressing the fundamental problems is the most frequent reason facilities fail to achieve their objectives, second only to insufficient leadership.Fix any flaws you detect in the fundamental problems right away. Simply repair it; don't think about it, plan for it, gather to discuss it, or arrange it.If you think one of the fundamental problems could be unsound, fix it right away. Again, simply repair it instead than thinking about it, planning a budget, meeting to discuss it, or organizing.If you see a problem that shouldn't be there and it is connected to a fundamental problem, attack it relentlessly until you completely comprehend it, and then swiftly put the appropriate remedial measures into place.

Don't cut corners with this subject.All problems with the foundation must be treated as emergencies that need to be addressed right now. Since they are emergencies, lengthy deliberation on optional activities is not appropriate. They are crises; they are not optional. In other words, the patient is bleeding heavily and needs to have the bleeding stopped. In certain circumstances, we just act without consulting anybody else, asking for permission to do so, or considering the cost of the banning. This is the approach that has to be used with structural problems. I refer to it as the Nike mentality: Just Do It!Jidoka's implementation is a constant fundamental flaw.Jidoka has not yet been used as the primary approach in a Lean program. It always falls behind other techniques in terms of implementation, application, and application depth, falling short of other strategies like JIT. There are several reasons why jidoka don't lead the effort, and none of them are good. The best I can say is that it takes a lot of time and effort to do it correctly, that it is difficult to observe progress, and that it is difficult to do. Or, to say it more artfully, it is not nearly as seductive as JIT, TPM, or kanbanor, to put it more practically, management does not consider it to be vital.

How to Do Lean: The Four Lean Transformational Strategies

In this, we'll go through the four methods for making a value stream lean in an easy-to-understand fashion. We will describe the diagnostic and analytical methods utilized to lessen the seven wastes in support of the strategies. We'll go through value stream mapping, the spaghetti diagram, balance analysis, takt computation, and time study. Five appendices, one for each method, are connected to this article.

Lean Implementation Strategies Overview

The Comprehensive Lean Method

There are four main tactics that make up the overall strategy to developing a value stream. As follows:

1. Externally synchronize supplies to the client.
2. Internally synchronize production.
3. Establish flow.
4. Install systems that are pull-demand.
5. The analytical and diagnostic tools.

You will need to evaluate a value stream using five fundamental diagnostic tools in order to use the four techniques. As follows:

1. The takt calculation.
2. A fundamental time studies.
3. Analysis of the balance.
4. A spaghetti charts.
5. The value stream maps of the current state and the future state.

Getting Rid of the Waste

Applying the four techniques while utilizing the five diagnostic tools can help remove the following seven wastes:

1. Transportation.
2. Waiting.
3. Overproduction Defects.
4. Inventory Movement.
5. Processing in excess.
6. Lean strategies are being used in the production line.
7. Externally synchronize Supply to Customer.
8. Conceptual Debate.

By providing the goods to our client at their required demand rate, normalized to our production schedule, we synchronize externally. While we aim to meet every customer requirement, we don't want to overproduce and build up unnecessary inventory. This equilibrium may be reached thanks to these technologies.We must satisfy the contractual volume requirement in addition to handling the typical changes in supply and demand in order to correctly synchronize to the client. Our supply fluctuation should be minimal in an established make-to-stock manufacturing system with a steady supply of raw materials, dependable production machinery, short cycle times, and high-quality yields. However, supply variances will still exist, thus a safety stock inventory will be required to account for these differences. In addition, if we want to be synced with the consumer, we will have to deal with changes in demand. This change calls for buffer stock inventories[9], [10].

CONCLUSION

In conclusion, when implementing lean, cultural concerns are crucial. Organizations may develop a culture that supports and maintains lean methods by coordinating values, encouraging desirable behaviors, encouraging good communication, and involving workers. The road of cultural transformation calls for leadership dedication, employee participation, and constant reinforcement. Organizations may successfully integrate lean processes and promote continuous improvement with the correct cultural basis. A key element of the cultural dimensions of lean adoption is employee involvement. Employee ownership and commitment are increased when they are included in the change process, given the tools to make changes, and recognized for their efforts.

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HARMONIZING PRODUCTION TOOLS: ACHIEVING SYNCHRONIZATION FOR EFFICIENCY

Dr. Kadambat Kumar*

*Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-krishnakumark@presidencyuniversity.in

ABSTRACT:

Synchronizing production tools is a critical aspect of optimizing workflow and efficiency in manufacturing and production environments. This chapter explores the significance of synchronizing production tools, examining how it improves productivity, reduces waste, and enhances overall operational performance. It discusses various tools and techniques used to synchronize production, such as standardized work, visual management, and production scheduling, highlighting their benefits in achieving synchronization.The chapter emphasizes the importance of standardized work in synchronizing production. Standardized work establishes consistent methods and procedures, ensuring that each task is performed in a uniform and efficient manner. By eliminating variations and promoting best practices, standardized work streamlines processes and facilitates synchronization among different workstations or production lines.

KEYWORDS: *Automation, Batch Processing, Computer-Aided Manufacturing (Cam), Cross-Training, Digitalization, Error-Proofing.*

INTRODUCTION

The Takt Calculation will help us determine the typical pace at which customers request product delivery. All production rate calculations begin with this as their fundamental foundation. Rate-leveling is a common term used to describe this. We want to steady the pace of output than experience the ups and downs of typical manufacturing.Cycle, Buffer, and Safety Stocks are all types of stocks, but they fit the bill for essential inventories. Cycle stock is required to ensure that regular pickup deliveries occur, buffer stocks will deal with demand changes, and safety stocks will address internal supply fluctuations. We can guarantee that we will satisfy demand while keeping our inventory levels to a minimal in this manner. These inventories enable the manufacturing process to maintain takt and remain as efficient as feasible since they are built to manage typical changes in supply and demand. When more than one product is produced on a particular manufacturing line, model mixes or products are leveled. The purpose of leveling is to produce both goods concurrently, one at a time, at the customer demand rate rather than producing a batch of model A and then a batch of model B. We are attempting to externally synchronize with the client demand pace. We typically use a hijinks box to equalize output in terms of quantity and model mix. Leveling must be completed before cycle, safety, and buffer stocks may be increased; therefore, we want the inventory to be as low as possible[1], [2].

Reduced Waste

Overproduction Here, waste is aimed at overproduction. However, all other wastes especially the waste of inventory are decreased when overproduction is curbed. Furthermore, external synchronization is the key to on-time delivery. It will enable efficient production line operations so that the line may produce at a steady pace while utilising the safety and buffer stocks to account for changes in supply and demand. Additionally, it will enable the supply to be more responsive and adaptable.

Synchronize Outside

It is crucial to determine the takt production rate. This, together with the creation of lean inventories, will enable you to sustain supply to your customers and keep a steady and rapid pace of the process. The first and most crucial step is usually this one. Since it often necessitates switchovers, etc., redesigning the workstations for balancing the model mix might be challenging. If that applies to you, leveling the model mix should be done later. However, you should first ensure that you are producing at takt and that you have stocks set up to safeguard your supply to the consumer. I should probably issue a warning. Carry additional inventory if you discovered that your production rate was below average when doing the system-wide assessments. Ask your sensei for guidance on how much. The protection provided by this inventory will enable you to guarantee customer supply while minimizing line deviations caused by your planning systems.A heijunka board and a production kanban system should typically be installed straight soon. It's possible that you have kanban training later. However, if at all feasible, use kanban in this situation. Make the calculations, then have your sensei conduct a brief training session for just those engaged in this system. It is common to sometimes improvise like this and this form of JIT training will often be required.

DISCUSSION

Synchronize Production, Internally

Conceptual Discussion

To internally synchronize production, break the required work into processing stages such that each processing step requires the same amount of time. The optimal processing speed is a cycle time equal to takt for all phases. The following Lean tools are employed:

Tools Applied

By finishing the fundamental time study and then planning the task at each work station to be the same, balancing is accomplished. In most cases, OEE is adjusted to take into account production losses brought on by problems with availability, quality dropout, and cycle-time losses. Synchronized workstations should be the final outcome of balancing.A manufacturing process, production cell, or production work station's cycle time may be reviewed using the standard work approach. It is a crucial instrument for assessing the manufacturing process and helping to facilitate coordinated production. Although inventory is often decreased, the main waste that is eliminated is waiting; the objective is one-piece flow.

Synchronize Internally: A Summary

The fundamental time study, in conjunction with the balancing study and chart, is the primary instrument used to synchronize internally. Three key elements of the process will be visible at a glance in the balance chart.The balance of each step's respective cycle periodswaiting time wastage brought on by the imbalance.

The snag in the procedure

The job consists of two main phases and starts with this balance chart. Calculating the manufacturing cycle time is the first step. If the actual OEE is known, it is typically the takt time multiplied by that. For example, if the OEE is 0.80, or 80 percent, and the takt is seven minutes, the process cycle time must be 5.6 minutes. Now that this is understood, it is time to move on to the second job, which is to design all workstations such that their cycle times are 5.6 minutes. We have balanced the process stages to a manufacturing cycle time that will meet takt with these two processes.Always make a lengthy to-do list in order to keep the internal process coordinated.It is recommended to start at the end of the value stream and move backwards as far as is possible when using this method. Work on the cell nearest to the storehouse first, for instance, if the value stream consists of three work cells in succession. The next two tactics, establishing flow and building pull-demand systems, should also be used in this sequence, beginning with the customer and moving backwards in the flow[3], [4].

Conceptual Debate

With the exception of value-added activity, the manufacturing units should not stop, according to the principle of flow. There are both global and local metrics in the flow idea. Cycle time would be the relevant local metric. The time interval between subsequent manufacturing units is that. If the task is completed one piece at a time, the processing time at the work station is also included. Production lead time serves as the flow's overarching indicator. It is the total amount of time needed for a unit to complete the whole manufacturing cycle. We will always make process changes if we can cut down on cycle time or lead time. Minimum lot sizes, with one-piece flow being optimal.Using cells and other close-coupling methods, one-piece flow and short transmission lengths may be achieved.SMED to shorten turnaround times and the quantity of inventory required to maintain output. Everyone participating in problem-solving to get rid of flaws and enhance processes. Rapid Response PDCA should be the main objective.The activities for problem-solving are organized using CIP and Kaizen.

The main method of problem-solving is the five whys.Inventory reduction uses reduction of variance as a primary technique.If quality yield, availability, or cycle time performance has to be improved in order to reach and boost flow rates, OEE is a crucial indicator to employ.Improvements in availability achieved with the usage of TPM.Jidoka Jidoka is not just the most crucial tactic to use, but it's also one of the hardest. It is the one I feel gets slighted the most often, however. The risk is that additional consequences will become much more apparent early on in the implementation process when it comes to achieving objectives. The inventory, batch, and transportation wastes may always be reduced by quantity control far more than the waste brought on by flaws. As a result, the jidoka notion is given less emphasis in favor of these factors. Additionally, most businesses have been focusing on defect reduction for a while, although ineffectively.

Reduced Waste

For instance, employing cells results in shorter distances traversed, which reduces the need for transportation.Because the manufacturing lines are moving and seldom stop, there is less waiting.Local stockpiles and batch sizes don't need to be prematurely replenished, which

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significantly reduces overproduction on a local level.The goal of jidoka is defect minimization.Several strategies, including problem solving, SMED, and minimum lot sizes, to mention a few, are used to reduce inventory.When transportation costs are lower and travel distances are shorter, movement is decreased. Additionally, there are fewer cases of reassignment and widespread employee transfer since availability is higher.By eliminating all non-value-added tasks, excess processing is decreased.

An overview of Creating Flow

The most crucial component of adopting jidoka is also included in this plan, which is minimizing non-value-added labour and deleting all inventory feasible[5], [6]. Two traits apply to pull systems. Since they have a set inventory, it is first necessary to calculate the cycle stock as well as the buffer and safety stocks. Second, when product is withdrawn, they become active, signaling the upstream process to start producing no signal, no production. This feature is offered by all kanban systems. However, the kanban space is often the most efficient pull signal for certain basic systems, such as pull systems inside a close-coupled cell, for instance.The client has opened the kanban space in a kanban space when they remove the upstream production; this is the pull signal. The upstream process doesn't create additional product before, just after.

The take one, make one approach is ideal in this case. Operationally, that implies you don't transmit anything anyplace with pure pull systems. Someone comes to take it up if it departs. It is not always possible to have a pure pull mechanism, however. The pull signal from the client will be delayed wherever there is inventory. This serves as the foundation for kanban design.The kanban card, for instance, is taken out of the product in kanban as it is eaten. In order to signify replenishment, the card is subsequently inserted into a kanban post and transferred back to the heijunka board. Second, the pull signals must be time sensitive to the demands of the consumer since we cannot always employ pure pull signals. The replenishment time is the amount of time it takes from when the client sends the signal until the new product shows up at the warehouse. We want to reduce pull signal delays, which are basically pull signal delay. We want to minimize replenishing time, to put it simply.

Tools Applied

The second-most crucial tool for developing a pull system is kanban. Training is the most crucial instrument. The idea of pull production must be understood by every employee. For instance, pull is fully used in a close-coupled production cell despite the lack of kanban cards.JIT, assistance of various kinds, notably planning help for JIT workers.

Pull-Demand System Overview

We will develop a signal to produce in the majority of pull-demand systems before attempting to speed up the replenishment cycle.This will need to be changed very certainly if you use central planning or even a local MRP tool to handle scheduling. It will be a significant cultural shift. Technically, skipping this planning stage is usually not very difficult, but you must proceed cautiously since you will find a variety of non-Lean activities taking place. You'll discover that the planning software does not operate as intended and necessitates a lot of human engagement. This kind of human contact is often merely another variety.The initial idea for the majority of engineers should be training rather than kanban implementation. It will need a significant cultural shift to encourage individuals to stop providing. Before you can build up efficient delivery loops with material handlers to manage WIP, it could take some time. Consequently, operators are often still transporting commodities from one station to the next during the early phases of deployment. The word delivering should be changed to picking up.A skeletal kanban system is already in place at many plants for the delivery of raw materials and the pickup of completed items. If such is the case, be sure you deploy kanban correctly by adhering to all six criteria and educate these individuals how to apply it[6], [7].Engage the planning team as soon as possible so that they can start integrating your planning system with the new Lean tools. They have a ton of work.How to Implement Lean: The Lean Project's Recommendations. In this, we'll go through how various assessments will result in a long list of action items that may be implemented.a task to be completed. The implementation plan is shown here.

An Overview of the Lean Process

Here, for the sake of clarity, is how our Lean initiative is being implemented. It will be handled and carried out similarly to any sizable job. The project's action items will be assembled from two sources. Both sets of evaluations will be combined, prioritized, and result in action items: kaizen activities. The first set of data is obtained from the systemwide evaluations, and the second half will come from the specific value stream evaluation. All of the assessments and action items will be included into our plan in an eight-step process and recorded on whichever sort of project documentation you are most comfortable with. Typically, a Gantt chart is used. This is THE RECIPE for carrying out the Lean project.System-wide evaluations and action items in steps 1-3

1. Analyze the three key obstacles to cultural transformation.

2. Finish a comprehensive analysis of the production system in place.

1. The Five Evaluations of Management's Lean Manufacturing Commitment.
2. The Top Ten Causes of Lean Initiative Failure.
3. The Five Steps to Putting a Lean Initiative into Practice.
4. Procedural maturity.

1. Perform a workforce education assessment.

2. Specific Value Stream Evaluations and Action Items, steps four through eight:

3. Keep a record of the value stream's current state.

1. Create a value stream map of the current state.

1. Reduce waste through redesigning.

1. Create a steam map of future state values that will:
2. Externally synchronize the supply with the consumer.
3. synchronize internal production.
4. Make a flow.
5. Put in place pull-demand mechanisms.
6. Spaghetti diagrams the situation.
7. Show the Gantt chart with all of the kaizen efforts.
8. Determine the objectives for this line by evaluating it:

1. Identify key process indicators.
2. Set definite objectives for this range of products.
3. On the Gantt chart, list every kaizen activity that was discovered throughout this investigation.
4. Put the kaizen actions into action.

1. Implement completed products inventory management first to safeguard customer supply.
2. Put your jidoka notion into action.
3. Execute each of the other kaizen tasks listed on the Gantt chart.

1. After making the modifications, assess the new condition of the system, put it under stress, and then go back to step 4.

A Gantt chart will be used to document the implementation plan.Project management is a topic on which we haven't focused much in this book. Since engineers and other manufacturing professionals are the target audience for this book, we presumptively have project management skills. If not, there are several top-notch references accessible. I advise Sid Kemp's Project Management Demystified. Your Gantt charter project management tool, whatever it is should at the very least include specific information. For instance:

1. Display all kaizen initiatives.
2. Identify significant junctures.
3. Indicate due dates and obligations.
4. A Crucial Issue for Implementation

It is very challenging to implement a Lean manufacturing system across all value streams in a big, complex facility at once. Although this clean sweep method is surprisingly common, it is often a worse implementation strategy than one data stream at a time. I'll go through a few advantages of the clean sweep in a moment. To implement one value stream at a time, there are, nevertheless, at least four extremely important considerations.The learning curve is fairly high at first, and no matter how carefully you plan, there will always be unexpected outcomes. It is important to experience these problems on a smaller scale and learn from them. Sometimes the effects are favorable, other times they are terrible. The knowledge gained from the first line is crucial for carrying out the conversion on the next lines.Concerning resources, there are specially trained eyes and ears to review implementation, progress, and issues on the value streams that are being converted. Such folks are very rare and are of great value. These few individuals may shift from line to line throughout implementation and provide knowledgeable counsel and training to ensure that the improvements are maintained[8], [9].

Each change has an impact on earlier and more recent modifications. Sometimes the unexpected effect is beneficial, other times it is detrimental, but either way, this approach allows you to better understand these effects so they may be exploited more fully on all lines. It is common to Lean out Line A, then move on to Line B for its implementation, and then find some aspect of Line B implementation that has an unexpected effect on Line A.Quite a few line-by-line attempts have advanced, but every global implementation effort I have seen has failed to achieve its goals.

In the aftermath of a worldwide implementation project, it is usual to say, in hindsight, we should have done this one value stream at a time.Plantwide deployment may be the best option in a small number of circumstances. The second scenario is uncommon, however there are certain businesses where manufacturing is insignificant in comparison to the organization as a whole. One example of this that I have seen is packaging. In this case, 19 unique items were bundled and sent to various nations. As a result, the labels on the packaging were in several different languages. In the end, there were more than 400 distinct component numbers. The manufacturing process wasn't difficult. The contact with the storehouses was where there were more complexities, which led to variety, which led to waste. The challenges with picking up, delivering, and moving raw materials from the raw material warehouse to the manufacturing lines came first. The handling of the completed products warehouses over 400-part numbers and the floors over 400 component numbers came in second. The management of the storehouses in this situation was the main problem, and worldwide implementation was required.Any arguments more convincing than the four already mentioned learning curves, resources, lessons learned, and historical succession the absence of these two factors. Consequently, we have discovered that implementing one value stream at a time is often the optimal option[10], [11].

CONCLUSION

In conclusion, achieving efficiency and operational excellence in manufacturing and production requires the synchronization of production equipment. Organizations may optimize productivity, save waste, and improve overall performance by adopting standardized work, visual management, and production scheduling. Synchronization makes it possible for businesses to run more smoothly, to satisfy customers better, and to be more competitive. Organizations may maintain synchronization and foster continual improvements in their production processes by routinely assessing and improving production tools. In order to maximize the flow of work, effective production scheduling coordinates production rates, cycle periods, and resource distribution. Production scheduling reduces waiting times and enhances synchronization by guaranteeing that supplies and resources are accessible when required.

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LEADERSHIP: THE KEY TO SUCCESSFUL IMPLEMENTATION

Mrs. Salma Syeda*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, India
Email Id-syeda.s@presidencyuniversity.in

ABSTRACT:

Effective leadership plays a crucial role in ensuring the success of any organizational endeavor. This chapter explores the significance of leadership in driving successful outcomes in various contexts, focusing on the importance of leadership in implementing changes, driving innovation, fostering a positive organizational culture, and motivating employees. It highlights key leadership qualities and strategies that contribute to making initiatives successful.
The chapter emphasizes the role of leadership in implementing changes within organizations. Effective leaders guide their teams through change processes, providing clear direction, communicating the vision, and facilitating employee buy-in. Their ability to inspire and motivate others helps overcome resistance and create a positive environment for change.

KEYWORDS: *Accountability, Adaptability, Decision-Making, Empowerment, Innovation, Motivation.*

INTRODUCTION

Assess the Three Fundamental Issues to Cultural Change. The choice of our initiative's leader is the initial stage. If you are the likely candidate, the next stage is complete. If it isn't already done, carefully choose a leader while taking into consideration all the leadership-related details mentioned.The next step is to locate a sensei. The two most crucial individuals in the attempt are by far the leader and the sensei. All too often, a high-level manager selects someone to head the endeavor and then anticipates that he will serve as sensei as well. Our observations indicate that they do this due to the high cost of excellent sensei. In this Lean endeavor, a good sensei is without a doubt the finest deal you can ever find. His knowledge is priceless. He will show you the path away from failure and toward achievement. Most managers reject certain crucial ideas because they simply are unaware that many of the pathways you would want to pursue in a Lean endeavor are counterintuitive. For instance, the sequence in which you tackle the transformation is crucial. Many managers want to start reducing inventory right away. That is almost usually not only a stupid idea, but also a waste of time. Your sensei will ensure that the course you choose is not only rational but also the optimal course of action in the given circumstance. I have yet to come across a Lean initiative that was an exact replica of an earlier one. Each of them has a distinctive quality that a beginner could miss.

The sensei is also a pair of eyes that have a certain amount of distance from the inner workings of the plant. He will have objectivity thanks to this separation, which is crucial while making any evaluations. On this journey, a good sensei is indispensable, just as strong leadership is indispensable. Make a wise choice and don't worry about the expense for these two individuals. Without a doubt, if you made the right choices, this will be your best investment.We won't go into great detail on motivation now since it is a complicated cultural problem. However, most managers are able to tell whether the company is appropriately motivated for this effort, at least intuitively. At a minimum, two actions need to be taken.First off, to be in the know is one of the best motivators, which is why rumor mills are so well-liked. As a result, in order to get them in the know, the Lean endeavor must be made public, and everything related to Lean should be openly addressed. Many closed cultures, which are impacted by this, are under stress. Lots of secrecy, even on the most unimportant subjects, and bosses who don't seem to be honest are traits of closed cultures.

For instance, in these closed cultures, many inquiries are avoided, and there is a sense of secrecy that prevents certain issues from being raised but is not explicitly expressed. A Lean endeavor will be destroyed by such factors; hence they must be avoided. Therefore, let them know what is going to happen, when it will happen, and what you anticipate the outcomes to be. Above all things, be honest and up forward with them. Make sure they are in the know[1], [2].Second, the leaders themselves need to be driven if the group is to be motivated. Their behaviors must demonstrate this motivation. Either you have chosen the wrong individuals or the leaders do not understand the value of a Lean effort if they are not ecstatic about the future of this Lean endeavor not just driven, but actually joyful. Sincerely, the effective application of Lean offers the greatest amount of optimism for cultural transformation in the industrial sector.

Problem-Solvers Required to Make This Successful in Place

Ensure that the issue solvers are designated and aware of their responsibilities. Under some kind of Lean support staff, it is typical to have a small group of people that are solely focused on issue resolution. Additionally, what the majority of businesses refer to as process engineers are often allocated to each value stream. Train and make the most of these two groupings. Have a strategy in place to get there if they are not completely trained. It is very typical for the sensei to do the majority of your training as you advance. JIT training is what I call it. Off-site training is also often used. Whatever the existing situation, this is a crucial component since the initiative can only go forward as quickly as you can fix the issues, which will arise quickly once you begin implementing the major changes when the four Lean strategies are set up on the first value stream.Finish a Systemwide Assessment of the Current State.

The Sensei's Function

The sensei and the leader should now evaluate the current status of the overall production system. They will assess the manufacturing system four times. As follows:

1. The Lean Manufacturing Five Tests of Management Commitment.
2. The Five Steps to a Lean Initiative's Implementation.
3. The Top Ten Reasons Lean Initiatives Fail, in Whole or in Part [3], [4].

DISCUSSION

Process Maturity

The sensei is vitally essential in this phase. A competent manager who is familiar with lean methodologies cannot complete this phase. A seasoned expert in Lean applications must complete this. If, for some strange reason, you've opted against hiring a sensei and are working with an experienced manager who has strong technical abilities but is not an expert in lean, go find an experienced person to help you. I have never seen a decent strategy originate from anybody other than a Lean expert.If a sensei or consultant is not present, abandon this endeavor and start something new. This has to be said very clearly. There is a 100% chance of partial failure, and there is a substantial chance of entire failure. The fact is that management is not devoted.So let's move on to the evaluation now that you have a sensei or at the very least seasoned assistance. There are four assessment instruments in it. I'll describe each one. The four evaluation methods are:

Initially Testing Management Commitment

The first and most significant of the commitment assessments is this managerial commitment exam. Do we have the amount of dedication required to make this a success? is the crucial question. and, If we do or do not, what are we going to do about that?We should first define commitment since there has been a lot written about it and many people mistake it with engagement before we talk about the assessment. People who are passing by, joking about, and even lending a hand are involved. Deeper commitments are made. The most effective explanation I've ever heard compares it to having ham and eggs for breakfast. In this instance, we may claim that the pig committed the crime while the chicken was complicit.Resuming the assessment now. There are two ways to do this: hastily or thoroughly. I advise you to combine the two, but for distinct purposes and occasions. You and your sensei should first do a brief assessment:

List the important individuals that are required to make this endeavor successful.Utilizing The Five Tests of Management Commitment to Lean Manufacturing, do the greatest assessment you can.Make careful to base your judgements on the major actors' conduct as you see it. Don't just believe what they say. This assessment may be extremely rough at this time, but it will highlight any apparent problems and have you considering this topic. Individual or collective commitments, or a lack thereof, will at some time, or at numerous stages, be important concerns, and it is better to ferret them out early. So, the first step is to become aware of issues as soon as possible.Create possible action items based on this assessment. This is simply an opinion for now, so please be very cautious with it. Take special note of any commitment concerns as you go forward with the initiative's first phases. Be thorough and provide every detail for each case, including who, what, when, where, why, how often, and how much. Do not, however, take any action on any of the things on this list at the moment unless there are clear and extremely significant issues. Put it away for later[5], [6].

Group dynamics and the Second Management Commitment Test

The management commitment should then be thoroughly evaluatedthis cannot be done at first. There must have been some context established for the key stakeholders to better appreciate the sorts and degrees of commitment the Lean endeavor would demand in order for this second review to have any real significance. It is ideal to do this review after the training of your key personnel for your Lean program. In order for the main participants to comprehend the necessary modifications personally and via experience, there must have been a number of significant changes made to the fundamental functioning. This may often be done as soon as three months after kickoff or as long as 18 months afterwards.

The program is at a critical point right now. There will be a lot of positive energy and the majority of individuals participating will be very enthusiastic about the project and its future possibilities during the first few weeks of program implementation, especially if the idea was properly sold by the Lean leadership. Almost all groups start off with a lot of good energy and what seems to be early consensus. During this time, which we shall refer to as the cocktail party phase, life appears fairly terrific.Unfortunately, certain conflicts start to arise once the program has started because of the required and resulting modifications. This strain cannot be avoided. People start to fight for position, reevaluate where they are, and ask questions such, How can I accomplish this and yet reach my goals? In other words, conflicts arise when individual interests clash with collective objectives. The fear persists that they could even if they don't. As a result, there is some friction now that wasn't there on day one. What seemed to be a harmonious group at first, with apparent similar objectives and a great deal of consensus, is now disintegrating.

It always takes place. It is not only invalid; it is also imperative. Let's call this the second stage of group growth, chaos. The gang has been forced to face life's reality, and as a result, differences that they did not originally anticipate are sprouting up everywhere. These discrepancies are currently causing issues. Furthermore, they don't really know how to manage the issues since they just left the cocktail party, so to speak.The second assessment should be conducted as soon as possible after this. There is no genuine framework for a comprehensive and meaningful examination without this turmoil and some comprehension of the disorder. Even three months after launch, there is often pandemonium, but this is more common six to eighteen months afterwards. Now is the right time to conduct the second management commitment assessment. The Lean leader and the sensei will need to prepare well for this review since it will be quite sensitive. It is typically avoided because it is delicate and raises issues that most organizations try very hard to avoid. The facility's management and the Lean leadership's fortitude, character, and commitment will be put to the test as they conduct this examination.

There are two more stages of group formation, just so you know. Forming and performing refer to these. As a group, they must face their differences and work to overcome them via open, honest communication and problem-solving. However, it is simpler said than done. The ensemble may start performing after completing this phase. The group will be able to carry out its objective successfully and efficiently throughout the performance phase. by M. Scott Peck and Peter R. Scholtes' The Team Handbook. Both are top-notch.Since it's possible that it will be more than a year until the second commitment evaluation, I've included it as Appendix A at the bottom of this.

The Five Lean Precursors

The history of the Five Precursors to Implementing a Lean Initiative is fascinating. When the first American businesses started using JIT systems in the late 1980s and early 1990s, a lot of them were having issues. While many businesses were able to considerably cut their inventory levels, additional issues also cropped up. The biggest and most frequent issue was that the output rate would often decrease. There were also other less major problems that arose. We would then be asked to help these businesses as they attempted to resolve the JIT mess, they had so neatly maneuvered themselves into once these unanticipated problems occurred. After a few failures, we discovered that these groups' reasons for failing could be divided into a few categories. Additionally, at this time, Ohno's book and a number of others became published, providing a more thorough explanation of the TPS and the JIT component that so many businesses were attempting to imitate[7], [8].

After reading Ohno's book and learning more about the TPS, it became clear that the TPS was much better than the production method used by the majority of North American businesses, even if these businesses had previously adopted the JIT approach. We rapidly came to the conclusion that the most of the issues stemmed from the fact that the TPS is a better production method, JIT or not. We also came to the conclusion that Ohno's production method was better to the manufacturing techniques we are using today, approximately 30 years after he started his quantity control and really pursued his JIT endeavor. Most people found this to be both sobering and distressing.We saw the issue and started to preach that a JIT attempt's failure was not attributable to the JIT effort itself, but rather to the facility's lack of the foundational components required to launch a JIT effort. We called these essential building blocks The Five Precursors to Implementing a Lean Initiative.

Today, we see that, without exception, every company must work on one or more of these antecedents, or sometimes all five, in order to have a chance of enacting quantity control methods. But before quantity control can begin, these problems don't always need to be fully resolved; often, they may be resolved concurrently. Let's take the case of a process where the hourly output is very variable. We have seen cases when a kanban system was able to tackle the rate variability issue, despite the fact that stability has to be addressed and should be among the first things done. Thus, voilà! Better quantity control and stability are both gained at the same time. Each of the five antecedents should be assessed, and the findings of this assessment will often play a big role in the implementation strategy.

Stability and excellence

The most fundamental criteria is high levels of stability and quality in both the product and the processes. According to Ohno, the fundamental requirement is flow. It serves as the Toyota Production System's cornerstone. He simply says this because he believes process stability to be a given. Process stability is the most essential component of quantity control. As a result, it's important to analyze every element of product and process stability and create a list of things to include in the Lean initiative's objectives. First, assess your product's quality and manufacturing rate to ensure that they are statistically sound. On a straightforward control chart, most often an Xbar-R or an XmR chart, this is easy to do. Verify the consistency of the production rate hour by hour, shift by shift, and day by day. Put any instability on the list of things to solve if there is one. Check each quality attribute's stability and levels for both the product and the process, and assess both. Using control charts, each may be examined. Describe all the aspects of product and process quality that are not statistically significant. If the data are variables, make a list of all of them that have Cpk values below your cutoff point, which is typically 1.33 for most businesses. If they are attribute data, try to streamline the procedure to avoid having to do the assessment. Work to connect the attribute characteristic to the variable data if this is not immediately practicable, and then make an effort to meet the threshold Cpk for this as well. Processes that don't comply with Level 2 requirements are a crisis and need to be handled right away. Having all product and process quality levels at Level 3 on the matrix is the minimum aim for nine months; Level 4 might be the target for 18 months.

Availability of Machines and Lines

A significant issue that has gone unaddressed for years is often having excellent machine and line availability. It is normal for this factor to lower OEE by 25% for businesses without a structured TPM program. Practically speaking, this implies that we must operate the line 25% longer than cycle time would anticipate, with all of the associated expenditures. Often, only one issue renders a product unprofitable. The two main causes of poor line availability are often material problems and machine downtime. A Lean effort and the TPS's quantity management features may often solve materials problems. Machine downtime, on the other hand, is unique and often requires a concentrated TPM effort to manage. Almost all businesses must create a new database to measure machine uptime if a TPM project is not already in place. They also must teach their staff on how to utilize and manipulate the information. There is some paid software for TPM and machine uptime, but I find that the majority of people can create a solid Excel spreadsheet and make it pretty usable. Again, this is a crisis needing quick action if you discover throughout the examination that the Level 2 requirements cannot be satisfied. Nevertheless, this review often generates a lengthy list of faults with the materials and equipment. Level 3 should be the first objective, and Level 4 should be the next objective, with a one-year time frame.

Ability to Solve Problems

We have spoken about issue solving and the need for problem solvers in numerous s. The importance of these abilities cannot be overstated; they are the Initiative's lifeblood. Furthermore, MSA and SPC abilities are necessary to complete this five-part test. Therefore, anything below Level 2 is an extreme disaster that has to be fixed. Hire trainers immediately away if these talents aren't already present on site. Level 3 should be attained in six months, and Level 4 in 18 months.

Philosophy of Continuous Improvement

Although it is commonly discussed, mature continuous improvement philosophy is seldom condensed to a method that anybody can learn and comprehend. a duplicate of the one we made. We once again face a situation that requires rapid attention if the assessment is below Level 2. It is a sensible six-month objective to reach Level 3.

Standardizing

The most fundamental of all foundational challenges is the use of strong, tested procedures to standardize. Anything below Level 2 is an urgent crisis and has to be handled since it is such a vital talent that it gets its own chapter in this book, Sustaining the Gains. For 18 months, achieving Level 3 is a feasible objective.A list of concerns must be prepared as part of this assessment of the Five Precursors to a Lean Initiative. The bulk of the work for the first run of the Lean Initiative will typically be focused on this wish list. More and more quantity control initiatives may be undertaken after the first six months, but in our experience, the majority of organizations have a number of fundamental problems that must be resolved first.

The 10 Causes of Lean Initiative Failure

These 10 factors are stated in Chap's appraisal. 19 were created using real data I've gathered over the years, and I've included them here for your use and reference. I advise you to go through this list with your sensei and address each item specifically for your circumstance. Make notes and create a list of actions.

Process Development

The Process Maturity paper is supplied so you may more thoroughly assess the problems with your processes. High levels of stability and quality in the process and result are a refinement of the first of the five predecessors. Your capacity to streamline your operations will be crucial to the success of your effort. This material is intended specifically for that use.Include the System Evaluation in the Plan documentation.You now have a sizable list of action items that, in general, fall into one of three groups as a result of these four assessments.

1. Systemic measures.
2. Action items for instruction and training.
3. Particular actions for each line.

We will do a more complete educational exam and other value stream evaluations in around two minutes. This will significantly lengthen your list of things to do. These actions now serve as the foundation of your implementation strategy. You may remember that it is only a project, and we engineers are skilled at finishing projects. What is the first and most crucial tool needed to complete this project? The first essential tool for a leader is the plan. Typically, a Gantt chart will be used to represent your Lean implementation strategy. I often use MS Project. It works well, but I'm sure there are others that are just as effective.Your Gantt chart is now ready to begin. Put your answers to the System, Educational, and Line by Line Action items from the System assessment in the appropriate boxes.

Conduct an Educational Assessment

Introducing the Issue Formally

A formal introduction is often essential for a successful start. Keep in mind that the second essential leadership trait is the capacity to communicate the strategy in a way that is clear to everybody. The whole plant should be informed that we are going to make a change and that change is to implement the concept of Lean manufacturing.With special invites, a formal meeting attended by the whole top management, lunches, and motivational speakers abounding, many facilities go above and above to make this happen. I believe that this level of effort is unnecessary. The top management's and Lean leaders' continuous behavior is ultimately the most crucial component of selling the idea of switching to Lean. No amount of up-front marketing will be effective if they speak the talk about Lean but do not practice it. On the other side, if the top management and Lean leaders really do what they preach, then little to no marketing will be necessary. In any case, making a major attempt to sell is often ineffective, therefore I do not advise it[3], [9].

CONCLUSION

In conclusion, Success in organizational undertakings is significantly influenced by leadership. Leaders may dramatically increase the chance of attaining successful results by exhibiting strong leadership traits and using tactics that promote change, creativity, a good culture, and employee motivation. The cornerstone for organizational success is strong leadership, which also aids in navigating the difficulties and complexity of today's corporate environment. In order to succeed, motivating workers is essential, and good leaders are aware of the requirements of their teams. Leaders motivate and enable staff to achieve to their highest potential and contribute to the success of projects by offering encouragement, recognition, and opportunity for advancement.

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PLANNING AND GOALS: ROADWAY FORLEAN MANUFACTURING

Dr. Nishant Labhane*

*Assistant Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-nishantbhimrao@presidencyuniversity.in

ABSTRACT:

Effective planning and goal setting are essential components of lean manufacturing implementation. This chapter explores the significance of planning and goal setting in the context of lean manufacturing, examining how they contribute to waste reduction, process improvement, and overall operational excellence. It highlights the key elements and strategies involved in planning and goal setting for successful lean implementation. The chapter emphasizes the importance of strategic planning in lean manufacturing. Strategic planning aligns the organization's overall objectives with lean principles and provides a roadmap for implementation. It involves analyzing current processes, identifying areas of improvement, setting targets, and developing action plans to achieve desired goals.

KEYWORDS: *Continuous Improvement, Cycle Time Reduction, Gemba, Just-In-Time (Jit), Kaizen, Lean Culture.*

INTRODUCTION

Almost usually, the system-wide assessments result in a very long list of training sessions required to impart the strategies, tactics, and Lean skills. The Five Precursors to a Lean Initiative, which have already been placed to your Gantt chart, will mostly be followed straight by the composite list. Additionally, you will probably certainly find training subjects as you evaluate each value stream. When they are integrated, problem-solving instruction, instruction in statistical methods, and instruction in facilitation for everyone in a leadership role are nearly usually included. Additionally, there are courses available that focus specifically on Lean for knowledge in areas like line balance, SMED methodology, takt, and kanban calculations, to mention a few. It will be required to compile a list of the relevant abilities and impart them to tool users as and when they need them.

One more thing about education and training: It need to be targeted and JIT. For instance, if you decide to update the plant one value stream at a time during implementation, train just those individuals engaged. It is seldom so easy, and some individuals may require training before their product is put into use; nothing is ever flawless. The goal here is to prevent widespread worldwide training of people that utilizes training resources well but delivers the instruction either too early or too late. When compared to the efficacy of the training, the efficiency of the training organization is not of utmost significance. A significant portion of the information taught is lost if there is a considerable period of time between the training and its application. Since it won't work, it will be waste an object we're attempting to get rid of rather than generate[1], [2].These basic training materials may now be included in your Gantt plan as well.

Record the Situation as It Is Now

Making a Value Stream Map of the Present State. This document will be used to compile up-to-date data on the current state-of-the-art conditions throughout the whole value stream. A door-to-door PSVSM will be used in this case, meaning that we will start at the shipping port and record the value stream all the way to the raw materials supplier.

Redesign to Cut Waste

Assemble a steam map of future state values that will:Externally synchronize the supply with the consumer.Synchronize internal production.Make a flow.Put in place pull-demand mechanisms.In order to reduce waste, this will examine the present situation and reorganize the process flow.

Spaghetti Diagram Creation

The movement of the assembly as it is being built will, together with the movement of the product and the workers. Work on minimizing movement and transportation wastes and clearing space on the floor. Do this using a scaled-down plot layout.

Assess the Situation and Establish the Line's Objectives

1. Identify the key process indicators.
2. Set clear objectives for this line or product.
3. On the Gantt chart, list every kaizen activity that was discovered throughout this investigation.

Put the Kaizen Activities into Practice

1. Put in place completed products inventory management to safeguard client supply.
2. Use your jidoka notion in the manner suggested in Step.
3. All additional kaizen tasks shown on the Gantt chart should be prioritized and carried out.

Stress the System and Assess the Recently Formed Present State Go back to Step. Creating a system The process of becoming lean never ends. Each change results in a new current condition, which is then examined for opportunities for improvement. This leads to more modifications, and the cycle repeats again. The system will often put itself under stress by, for instance, the sudden emergence of quality or availability issues. Changes in demand might sometimes strain the system. These are all chances to increase the system's robustness.

Although it may seem a little strange at first, it is a good idea to stress the system yourself to see if there are any more process possibilities. Remove a few kanban cards to simulate a typical stressor for the system and see how it reacts. System transparency will be your main weapon for protecting yourself against system failure. Recall how we said that we must foster a culture that welcomes change? When we start pressing the system to perform better, this may be the most obvious sign that the culture has changed[3], [4]. Remember the athlete metaphor from Chapter 6? How did he improve? This is the same idea, right?

Lazy Goals

The subject of lean objectives is always intriguing. The process may ultimately be conducted with fewer people, in less time, with less space consumption, and with less equipment and material expenditure, thus the term Lean. These words are often employed, along with assessments of space usage and even distance traveled, when assessing the performance of a Lean endeavor. These are often not a good subset of the plant objectives, nor do they easily transfer into important business criteria like profitability or return on investment, therefore in the long term they are not particularly useful measurements.The majority of plants already have effective measurements of labor efficiency. Inventory management, defined as inventory turns, and lead time, measured as manufacturing lead time, are the two Lean measurements that often find their way into the overall plant objectives. This should definitely be included if OEE isn't currently one. There should be five to seven objectives in total that serve as metrics to gauge how the line will provide the product at a lower cost, with higher quality, and with shorter lead times.

Beyond the project-specific objectives listed in the schedule, we do not support any additional objectives. This is due to two excellent reasons:These objectives will eventually conflict with those of the plant. It's preferable to just include them into the plant objectives. Change the plant objectives if they do not take lean manufacturing into account.We aim to do all in our power to integrate the Lean initiative into the regular operations of the factory rather than making it a New Thing We Do. Instead, it should not be anything new, but a fresh approach to carrying out the necessary tasks. To start the necessary cultural transformation for maintaining the benefits, we want to start integrating Lean activities into the culture as soon as possible. There isn't a better place to begin than right now.

Management Evaluation

The management must evaluate, debate, and approve the proposal. In a formal meeting, this ought to be done. We're doing this official examination for four reasons.It will outline everything that will occur and when in a single document.It will provide senior management, the decision-makers, with a chance to see the whole endeavor. They can observe and voice their opinions about both changes inside and outside their spheres of influence, yet these changes may still have an impact on them. They will, in essence, have the chance to ask questions.The subjects of goals, time, and resources are included in every plan. These three subjects as well as their interactions will be examined throughout this conference.The senior management's dedication will be put to the test based on how they react to the strategy. This is quite significant.At this meeting, it is crucial to make sure that everyone is aware that the implementation phase is the next. Because you'll be putting the plan into action in five minutes, you want to leave the meeting knowing that senior management understands and will back it[5], [6].

DISCUSSION

This was included into the planning and objectives section for two reasons. You must first create an implementation strategy for your Lean endeavor as well as, most likely, a plan that goes beyond that. I've included a lot more information than is necessary to help you reach your Lean goals, however. I do this because goal setting and planning are a big weakness in many firms, which I discover all too regularly. I often discover that it is only a surface formal exercise; although some people do it better, very few really excel at it.None of the managerial jobs that I can think of need so little effort to do yet have such a significant impact on raising the plant's performance levels. In addition, I believe that achieving plant objectives benefits the person for a variety of reasons in addition to improving the performance of the plant. Employees are better guided in organizations with well-defined objectives because they feel more at ease and confident moving on with daily tasks. Well-thought-out objectives can give a plant hope for the future.

Because of these factors, making and implementing goals have grown to be my passion. As you would assume, there is some history behind that statement.

Some History

I was given the responsibility of leading a team of engineers who were tasked with designing and installing various capital projects while I was a young engineering manager. In fact, there were a number of these groups at the refinery where I worked. As chance would have it, a guy who decided to be my mentor randomly asked me, What's your plan, man? about a project in his region. I quickly pulled out our construction schedule so we could go through it. He lost his cool at this and informed me bluntly that all of the construction timetables at this site were garbage. He described it to me in a way that was both more, ahem, verbose and vivid in its language. He continued by accurately stating that the main goal of our timetables was to get something out there so we could edit it later. Nobody, not even the author, really expected that the goal dates would be fulfilled. He was correct as always, but no one had the guts to say so. But creating these timetables took a lot of work. They were created and published with much attention and labor.

Even though I now understood what he disliked, I was still unsure of his desires. I approached him with a certain degree of dread and inquired. He explained to me with a clear sense of enthusiasm that the biggest issue the organization faced with scheduling was a lack of technical leaders who would create plans and then adhere to them. He used a less-than-manly word to refer to us and our bosses.We worship the deity of corporate politics, and the squeaky wheel gets the oil rather than the wheel that needs it, he said. The Division Production Superintendents notice their project in the timetables and complain that it takes too long, he said. They then approach your managers, who respond right away. After your bosses approach you, you update and republish the timetable. The next superintendent then complains, and the cycle repeats. But we just get criticism from them, I said in response. Your boss is not doing his job, and he never will, he said. So, stop moaning. You must do certain actions.

Compose a preliminary plan and highlight each commitment you will need from each superintendent, he instructed me. Make a solid strategy that you can execute, then carry it out. Get those promises from the superintendents personally by going to them, and don't let them off the hook. Threaten them a$$holes until you get the required pledges. There is no doubt about that. If anything goes wrong, they'll turn on you like a dog until you have their prints on the murder weapon. Review it with all the superintendents and make them commit to the needed completion dates, as well as commit to doing the work they need to do so your men can complete the projects, my mentor said.As usual, I followed his counsel, and that is exactly what we did. I kept trying, trying, trying, and eventually we received all the promises we needed. Then, we created a timetable that included all of the engineering tasks into it. After reviewing it, we put it to use. It worked, and soon our team was doing noticeably better than the other design teams.

The division's goal was to keep the cost of engineering and drawing at or below 15% of the entire project cost, however this objective was often missed. After we arranged ourselves, we averaged 8.6 percent and easily outperformed all other groups. It wasn't long before this was observed. I'm not sure how it was picked up so fast, but I think the guy who had taken me under his wing had engaged in some behind the scenes politicking. Not only did we use less engineering time and money, but we also regularly reached project launch dates, reduced the amount of time needed to complete projects, and maintained a timetable that was meaningful. Others' timetables were still viewed with suspicion, but ours had gained credibility.This attempt has a few more unforeseen outcomes. No good act goes unpunished, to start. I discovered that as responsibilities expanded, so did the size of my group. Most engineering teams consisted of five to seven engineers; however, ours sometimes had eleven to fifteen. Even though this required extra labor, I saw their faith in us to do the task at hand as the highest praise. Second, and most significantly, I realized the importance and influence of careful preparation. We were completing work at a record-breaking rate, developing self-confidence, and earning respect both of which were derived from our success while others were preoccupied with adjusting timetables and coming up with excuses.

I never forgot the things my mentor taught me about leadership, teamwork, making and keeping commitments, and planning. We have utilized goal generation and deployment in every management job I have had, and it has provided incredible success in our ability to achieve our goals.Despite this, I notice a lot of companies downplaying this effective tool, which further perplexes me given how simple it is to use. Poor planning, I find repeatedly, is a major problem in plant performance and plant improvement. As a result, I've developed this in the hopes that it would benefit not just the execution of your lean project but also the overall management of the company. Therefore, I ask you, like my mentor did to me: What's your plan, man? I have also provided some resources for your use. Hoshin-Kanri Planning

Hoshin-Kanri planning is one of the most effective tools available to managers. Any manager with a pulse on the company may rapidly grasp H-K planning and put its fundamentals into practice. The development of the plant objectives and the monthly assessment of the goals take relatively little time and effort. Even if the manager is cooped up in his office with no physical touch with the ground. Goal formulation and review procedures from H-K may be quite effective.Goal setting and evaluation are the only management strategy that, in my opinion, will provide a manager the most power. It is one of the most effective management strategies as well as one of the most humanitarian, and it is simple to use [7], [8]. It confounds me.Let's first examine the meaning of objectives in order to provide a response to this query. Let me be clear-cut and uncomplicated. Goals are mostly used to direct behavior.Acting courageously and firmly on the strategy one has developed is often the most crucial and significant thing a manager or leader must do. When he accomplishes this, he not only acts in the facility's best interest but also exemplifies leadership behavior. All of his other actions will be in jeopardy if he doesn't take this action. If he has created a sound strategy for the facility, he wants everyone in the company to follow it and work toward the same objectives. He can utilize this. Therefore, this is his capacity for delegating work to others and having faith that the correct job is being done, by the right people, in the right manner, to achieve the right goals.

If his objectives are meaningless, the organization won't go in the proper direction.His capacity to achieve his objectives will suffer if they are not apparent to the company, which will prevent them from moving forward with confidence.Goals will not be achieved if they are not communicated to and understood by the appropriate audiences.The manager uses the objectives as his main instrument to communicate the facility's requirements as well as the destination he wants it to reach. Well-implemented objectives will not only help the management complete the necessary tasks and boost facility performance, but they will also serve as the main source of employee motivation. Knowing where they are heading helps people behave better and more decisively. Goals that are weak, unclear, or poorly implemented will condemn the facility to perform below par.Imagine working for a company where every person is aware of what has to be done, when it needs to be done, and how to accomplish it.Every employee manages using facts and is skilled at problem-solving analysis.The individuals who need the information get it all in a clear and efficient manner.To effectively use the facility and satisfy client expectations, managers might set a limited number of important objectives. Additionally, these managers will have the time to run the facility on a daily basis.All of this is feasible with effective policy implementation[9], [10].

CONCLUSION

In conclusion, setting goals and planning are essential parts of implementing lean manufacturing. They provide firms a disciplined method for reducing waste, improving processes, and achieving operational excellence. Organizations may effectively apply lean concepts and foster continuous improvement for long-term success by aligning goals, establishing specific targets, and engaging staff members. Planning and goal-setting also promote an environment of ongoing development and employee involvement. Employee participation in planning and the establishment of important objectives fosters ownership and dedication. It promotes cooperation, creative problem-solving, and teamwork, all of which lead to successful solutions.

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IMPLEMENT JUST IN TIME CORRECTIVE ACTIONS

Ms. Swati Sharma*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-swatisharma@presidencyuniversity.in

ABSTRACT:

Just-in-Time (JIT) corrective actions are a crucial aspect of lean manufacturing and operational excellence. This chapter explores the significance of implementing JIT corrective actions, examining how they contribute to waste reduction, quality improvement, and overall process efficiency. It highlights the key elements and strategies involved in implementing JIT corrective actions successfully, such as root cause analysis, problem-solving methodologies, and real-time monitoring.The chapter emphasizes the importance of JIT corrective actions in reducing waste and optimizing operations. By promptly addressing issues and defects as they arise, organizations can minimize disruptions, reduce rework, and improve overall process efficiency. JIT corrective actions aim to identify and eliminate the root causes of problems, rather than just treating the symptoms.

KEYWORDS: *Kanban, Lean Manufacturing, Problem-Solving, Root Cause Analysis, Standardization, Takt Time, Value Stream Mapping.*

INTRODUCTION

However, all of my interactions with H-K planning have been pleasant, and this early, proactive time commitment has always turned out to be an excellent one. In the end, I've discovered that H-K planning has produced objectives that have been significantly more effective at being achieved than traditional goal setting. H-K planning is an excellent management technique that enables the facility to function at a much better level, thus I find that managers who utilize it continue to do so.Additional Details Regarding H-K Planning. There is a ton of excellent material available on Hoshin-Kanri planning. I advise reading Hoshin Planning the Developmental Approach and Implementing by Bob King. Thomas Jackson's A Lean Management System or Yoji Akao's Hoshin Kanri: Policy Deployment for Successful TQM.Hoshin-Kanri Planning has established itself as a better model of policy deployment, according to several managers. I really believe in it and have discovered that it fosters activity integration on both the horizontal and vertical axes. It is a thorough process to accomplish:

1. The execution of a vision.
2. The agreement of objectives.
3. A self-assessment of development.
4. The administration of a plant's processes.
5. Focused attention at all levels.

Planning Success Rate for H-K

Development of Goals

Development of objectives with the following characteristics is at the core of policy deployment:

1. Purposes.
2. Characteristics.
3. Fundamental ideas.
4. Characteristics of deployment.
5. Owners.

There are several objectives behind goals. The main goal is to influence behavior. I'll repeat it again: the main goal is to set behavior. Setting and implementing goals also gives us a purpose and a way to reward good conduct. The two principles we use to control human behavior[1], [2].Goals may also have psychological or social secondary functions. One goal is to explain where the business is right now and what it needs to do. The objectives define a future state by outlining the direction the organization must go in terms of performance. The biblical term for this future polity is Promised Land. The land of milk and honey will be ours once we arrive, to put it another way. This has the impact of inspiring optimism since the objectives are, by definition, reachable. the firm will become the best, more competitive, or whatever the company's intended objective is. Few positive motivators are as potent as the idea of hope, which is a psychological reality.

Goals that are effectively implemented will have owners and distinct objectives in addition to inspiring optimism. This therefore has the extremely desired result of giving people who must carry out the objectives confidence and a feeling of ownership. When they are aware that they are in charge of achieving the objectives and will be held accountable for doing so, they will go forward with greater confidence. Furthermore, they are aware that the objectives are a logical extension of the plant's objectives and crucial to the facility's performance. All these things work together to provide people who fulfill their objectives a great feeling of success and the attendant self-satisfaction[3], [4].

DISCUSSION

The Goals and the Goal Creation Process Are Strong Motivation Tools.

Goal Characteristics

All goals must be:

1. Written.
2. Challenging.
3. Believable.
4. Specific.
5. Measurable.
6. Have a deadline.

Goal Deployment

The proper context, the right owner, and the right expectations must be used while deploying goals. The context and expectation include the anticipated outcomes and timeline. A successful deployment will also include the management highlighting potential failure routes to avoid and potential future conflicts that may arise as a natural byproduct of achieving the objective. Reaching an understanding on the resources to be allocated to the objective efforts and the repercussions of success and failure in obtaining the intended goals is another part of successful deployment.

Owners of the Objectives

The owner of each objective must be identified clearly in order for the deployment to be successful. By responsible, I simply mean able to respond and more than just able to account for. Therefore, the owner has to have:

1. The knowledge and resources necessary to assess if the process is operating effectively. This is openness.
2. The creativity and morals to discern what course of action is necessary.
3. The desire to alter course as necessary.
4. The ability to influence events.
5. The fortitude and moral fortitude to accept the results of their deeds.

The owner, as well as everyone else, must also understand that we cannot live in a dependent environment, and that complete independence is neither realistic nor healthy in a community. We really do live in an interdependent world. Therefore, it is impossible for one individual to bear sole responsibility. The owner does not have ultimate power, but he does have functional control, which means he may influence events in a way that advances the aim since we must cooperate and work together for the common good[5], [6].The capacity to communicate this strategy and persuade peoplethe capacity to carry out a strategy. The setting of objectives is when the first part of leadership becomes apparent. The manager's strategies are formed by the aims. The manager must thus possess the ability to identify the few critical KPIs that will best lead the facility to success. These are my Plant Level objectives.Goals at the plant level are often a subset of the three primary production-related customer needs:

1. Plenty as promised.
2. High caliber.
3. Fairly priced.

There should be a maximum of five to seven people. Where there are objectives, there are usually too many. Frequently, I discover 30 or more. Who can recall 30 objectives? Furthermore, the attention is slipping with 30 objectives. Who has time to concentrate on 30 different things, even if they can recall 30 goals?Additionally, it happens often when plant level targets are picked incorrectly. The desire to lower the cost of expedited freight is a goal I see often. The argument is not that the price of expedited freight should not be decreased. The main point is that these aren't the important measurements that should be utilized to direct facility action.The fact that expedited freight is one of the plants KPIs is also one of the biggest warning signs that a facility is in peril.

Consider this. That implies that they have issues with delivering on time, which portends a wide range of production issues. Additionally, it implies that a significant portion of the plant's operating expenditures are related to expediting charges. The selection of this statistic seems like a compelling argument in and of itself to investigate Lean[7], [8].Let's go back to the plant manager's creation of measurements.After choosing the appropriate measurements, the PM must decide what levels, for instance, these metrics should be at by the end of the year. You may remember that this fabrication of a should be has now become a problem for his crew. One of management's primary responsibilities is issue creation, which is an abnormality. They do this by seeing the facility in a potential future state what should be accomplished.

The PM begins to make a very solid and firm commitment when he chooses the precise objectives and benchmarks that must be met. There are really two significant commitments. The facility is discussed in the first. He is stating that these objectives must be attained in order for the plant to be, for example, best or competitive, based on his expertise and talents. Second, he is committing to his future behavior, including the benefits that come with achieving his goals. The PM is under a lot of pressure from both of these. Without a doubt, he must do both. To lead the best behaviors, he must choose the best objectives, and he must reinforce the behaviors he wants to see repeated. Remember: The policy deployment will not begin successfully if the necessary metrics are not selected with the appropriate performance levels. In other words, the strategy to increase the facility's performance won't be a good one. The execution of the plan will suffer if the plan is poorly implemented since it won't be understood and accepted by everyone. Finally, the leadership won't be implementing the plan if the follow-up components of H-K planning are poorly carried out.

Maintaining the Progress

Maintaining the achievements is an important fundamental subject. We'll talk about its significance and practical uses, particularly the most potent methods of product and process reduction. Unfortunately, most of us using Lean technologies today must work with what we have since the product is developed and the process is already in place. Rarely is it feasible to modify the product, therefore we are left to focus on streamlining the procedure. We will discuss how we may maintain gains under these conditions as a result.The ability to maintain gains is a crucial concern for every organization, which seems nearly logical. Why implement process enhancements if you will eventually undo them? Naturally, the overall net benefit is substantially bigger if the improvements are maintained over time. Maintenance and standardization of improvements are two strategies for keeping gains. The capacity to return equipment to its original state after maintenance allows the status quo to be restored. On the other side, standardization is the capacity to persuade everyone to go on with what has previously been successful, whether it be the status quo or a process improvement. So, in order to maintain the benefits of our process changes, we must at the very least standardize the gains made.

Why then does nobody do it? We see maintaining the benefits as being of the utmost significance. This is what sets successful businesses apart from all others. There is nothing especially unusual about the fact that difficulties arise in any firm and need to be solved. Some are more proficient, efficient, and successful than others in what they do. But how many of these businesses are investing time in resolving issues that have already been resolved? It is a very frequent cultural trait to spend a lot of time solving issues just for them to come back and need to be fixed again. It requires enormous discipline to verify, double-check, and audit to ensure that the most recent issue was fixed and fixed permanently. Simply said, solving the next issue is far hotter than moving on to the previous one. The majority of civilizations follow this pattern the pattern of resolving issues without institutionalizing them. A Lean culture cannot follow this trend, at least not if it hopes to survive[9], [10].Our business, Quality Consultants, specializes in sustaining the gains. Natural deterioration will occur if the adjustments are not entrenched. Keep in mind that nothing lasts forever, the entropy of the planet is growing, and that all systems need maintenance. There are numerous ways to say this, but they all imply the same thing: If advancement is what you want, then you must repair it correctly and only once.The environment we live in is changing quickly, as seen in the following list, and this is one of the biggest enemies of maintaining the benefits.First, we must adapt internally in order to establish a culture of continual development.Second, if our internal efforts to increase OEE and save costs with the resulting adjustments are insufficient, consumers will continuously raise the standards expected of their suppliers.The most challenging sort of change of all is personnel turnover, which comes last but certainly not least.I am unable to name even one company that is exceptionally good at maintaining the adjustments necessary for success when all three change factors internal changes, external changes, and personnel changes have an impact on a business.The first two obstacles to maintaining the gains are insurmountable, therefore as a company, we must manage the workforce to reduce turnover.

To maintain the advantages, the problem of staff continuity is essential. I am aware of few businesses that are capable of maintaining the advantages, and they all have a crucial characteristic: a high degree of staff permanence. According to statistics, they have created a culture where senior management stays in their positions for an average of 16 years, supervisors stay for an average of 12 years, and front-line employees stay for an average of 7 years.You can see that Sustaining the Gains is a fundamental problem if you look at the House of Lean as an example. In actuality, it is the root of all structural concerns, making it more than just a foundational problem. A system of activities must be in place to ensure that we do continue to do those things that enabled us to improve, even if it almost seems immature to point out that we must keep doing the positive things that have helped us advance. Even though this is the most fundamental of issues, I often find it demeaning to bring it up with senior management.

There isn't a single firm that I can think of that does this successfully. I can give you a few examples of people who are OK at it, but none of them excel at it.How can I quantify that? The question is straightforward: Do the problems, once solved, stay solved? This is really a two-part problem. Can they resolve issues? This is a significant flaw in most businesses. So, fixing problems is a necessary step before maintaining the advantages. Companies with strong problem-solving capabilities at all levels must now institutionalize their answers. It is difficult to make these changes part of the everyday fabric of doing business. The majority of managers are aware that maintaining the improvements is necessary, but they make only a modest effort, mostly because they do not prioritize making sure the changes are institutionalized. They instead move on to the subsequent problem.I claimed that the majority of managers do not prioritize maintaining the gains. Many people in my practice agree that institutionalizing the benefits is crucial, but very few can explain the steps they need to take to maintain these advantages in a straightforward flow chart. Although the majority of managers would easily admit that maintaining gains is a process, few can create a process map that details it.

CONCLUSION

In conclusion, for waste reduction, quality improvement, and operational excellence, it is essential to adopt JIT corrective measures. Organizations may streamline their procedures and increase efficiency by taking fast action to address problems, find their core causes, and put lasting solutions in place. Root cause analysis, problem-solving techniques, and real-time monitoring are used in conjunction with JIT corrective actions to encourage a culture of continuous improvement and promote lean manufacturing and operational excellence. JIT corrective action implementation requires a proactive and continual improvement mentality. Organizations must promote a culture of responsibility, enable staff to recognize and report problems, and provide the tools and resources required for problem-solving.

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UNVEILING THE POWER: THE ULTIMATE PURPOSE OF TRANSPARENCY

Ms. Neha Saxena*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-nehasinha@presidencyuniversity.in

ABSTRACT:

Transparency is a fundamental principle in various aspects of society, including business, governance, and interpersonal relationships. This chapter explores the ultimate purpose of transparency, examining how it promotes trust, accountability, and collaboration. It highlights the significance of transparency in fostering ethical behavior, informed decision-making, and creating a positive organizational culture. The chapter also discusses the challenges and strategies for achieving transparency in different contexts. The chapter emphasizes that the ultimate purpose of transparency is to build trust. Transparency promotes openness, honesty, and integrity, which are essential for establishing trust in relationships, whether between individuals or within organizations. When information and processes are transparent, stakeholders feel more confident, leading to stronger relationships and improved outcomes.

KEYWORDS: *Accountability, Clarity, Collaboration, Confidence, Ethics, Integrity.*

INTRODUCTION

One of the fundamental challenges is transparency. It is the idea that enables you to see, in real time, right now, what is occurring in your process and allows you to decide if anything has changed or requires attention. Examples of transparency include hijinks boards, anodons, and 5S tool descriptions. For instance, we can know if production is ahead of schedule, behind schedule, or on schedule by just looking at a heijunka board. That assessment may be made immediately and in real time. Checking the information center is not necessary. We won't need to consult the storeroom or a computer database since the heijunka board will enable us to see it right now. Transparency has mostly been replaced in favor of the terms visual management and visible system. However, as you will see in the example below, I prefer transparency since it better conveys the idea.

Misunderstanding of Transparency

The original meaning of transparency has been lost in large part. The majority of what is often presented as transparency is really visual management, which is frequently too focused on the visual and underemphasized on the management. Unfortunately, the majority of what is provided does not adhere to the original idea of being able to see the process as it is occurring. Display boards that indicate the state of items like monthly production volumes, the status of issue solutions, and the status of preventative maintenance are a typical form of visual management. This data is often maintained in a single place called an information center. The information center often features engineering-intensive process information, such normal work combinations and charts, that I usually feel is not useful on the floor but makes for attractive wallpaper there. At some point, somewhere, there is a need for all of this knowledge. What will be utilized at the line is what ought to be maintained there. Keep that data there, and store the remainder where it is required[1], [2].

The Overarching Goal of Transparency

Rapid Response PDCA, beginning with situation assessment, is the ultimate goal of openness. Remember that the acronym PDCA stands for Plan-Do-Check-Act. This is the cycle of incremental process improvement that is built into the kaizen improvement process. As part of the PDCA process, it is first important to determine if anything has changed, such as a declining production rate. After that, you must: Prepare a remedial action or countermeasure execute it.erify the outcome to see whether it was successful.Decide whether to take further action or to remain silent with consideration.It is an iterative process since the cycle then repeats itself. Therefore, having knowledge is very required in order to: Recognize changes.Verify if the countermeasure was successful or not.Additionally, JIT information is needed in order to do PDCA in a Rapid Response manner, or to put it in Leanspeak, a JIT manner. Transparency is important on making JIT information readily available. These data are readily accessible JIT in a transparent system[3], [4].

DISCUSSION

An Example of the Implementation of Transparency. For instance, it was difficult to detect, until after many hours of operation, whether the lines in a high-speed electrical manufacturing factory operating at 6.65-second cycle periods were producing according to design. JIT issue resolution was not viable since, even once we had a handle on the production, we had no notion where the potential problems may be.Additionally, there was never a dull moment for the technicians, line leader, or area managers. They were constantly making corrections, but the descriptions of what was done and why were often vague and included phrases like It was not operating quite right.These are blatant indications of several things. I'll mention three:Fortunately, both the management and the employees were enthusiastic and involved. They were making an effort to act morally, and the work they were performing was consistent with their job description.Unfortunately, they were making a lot of mistakes.

Even worse, there was little information provided to prove that anything beneficial had been done, even when they did the correct thing.At this time, production boards covering a whole day of work, andons, rejected goods separated into collecting bins, were all readily visible on the floor and provided the necessary information to judge the output rate.The andons simply had warning characteristics; there was no recording. Therefore, unless we were there when they were triggered or cleared, they were useless for problem-solving. The scrap data was sorted and recorded hourly, but there was very little real scrap, which was not the cause of the poor output.Actual production statistics were recorded at the start of each hour on the production boards, which had hourly and cumulative output targets. These targets were computed based on an hourly target of 600 units while accounting for lunch and rest periods. The intended daily output was 12,900 units with 21.5 hours per day available. The hourly target was achieved over 50% of the time, while less than 3% of the time was spent on the daily goal. Reviewing the statistics from the previous month revealed output at 9,330 units per day, or 434 units per hour, which is a whopping 27 percent behind target[5], [6].

The line supervisor oversaw a daily production meeting that took place on the floor as part of their management system. The meeting lasted around fifteen minutes and had a nice agenda, but when the production shortfall came upa subject that was almost always coveredthe responses were, well, astonishing is the best term I could come up with. First of all, they were quite general; practically every time a particular issue came up, it was decided that it would be resolved. Unfortunately, the same issues would come up again in the future, and nobody found it strange that despite the fact that they had before been resolved, same issues continued to crop again. It was obvious they had accepted these amazing answers for so long that they kind of believed them themselves throughout this section of the discussion; in a word, everyone seemed to be on autopilot. The output, however, continued to fall short of expectations day after day, forcing them to labor seven days a week to complete a five-day schedule. We might draw the conclusion that in this instance the production data were insufficient since there was no transparency of the production data. We were unable to comprehend when things were going according to plan or to fix issues when we did.

Following a conference with the senior management, we came to the conclusion that tackling the poor production should be our top priority. It was the main factor in why this product was so unprofessional. We started by attempting to divide the issue into manageable parts. Three questions were posed. Is there a lack of productivity because of:

1. Quality declines.

2. Losses in availability.

3. Losses in cycles.

Quality losses were negligible at this stage of the process since we had the necessary information. We had all the real-time information we need from our segregation bins. We were able to see that quality losses were not the solution to our manufacturing issue of poor output. Or, to put it in Leanspeak, this problem was adequately solved by our quality yield transparency.We now needed to decide whether availability was a problem. A cursory inspection revealed thatthere were hardly any material shortages, but the technicians seemed to be working on the equipment nonstop. There was significant downtime, but we had no idea how much of it there was or what was generating it. Despite our considerable worries, we lacked any knowledge of the availability losses. Although our transparency in this case was nonexistent rather than just insufficient, we did have the anodons.

We then considered cycle time. No information on cycle time was available, except from a few time experiments conducted by the engineers. Advertisements said that the measured cycle time was 6.0 seconds. The production rate should be 600 units per hour, or the originally stated hourly objective, if the process runs at this cycle time. On the floor, there was no measurement of cycle time of any type. Cycle time transparency was comparable to availability data. It was very lacking and insufficient.We made the decision to launch an OEE program after this evaluation. By separating the information into quality losses, availability losses, and cycle time losses, OEE data would enable us to start comprehending production losses. Forms were created, data collection and entry procedures were covered in training, and the system was set up to handle the data with feedback at the end of each shift.We quickly learned that the cycle time losses were almost 20% and the availability losses were over 10%. OEE was valuable information, even if it usually lags behind, because it indicated that cycle time and availability required improvement. We wanted to enhance it since we weren't any closer to having accurate information when it came to understanding and enhancing the process in real time. Nevertheless, we established certain objectives, built an improvement facility, and started by reducing cycle time. Everyone was startled when we conducted controlled research and discovered that the cycle time was really 6.65 seconds. It implied that even the 600 units per hour target was unreachable.

The hand welding procedure was the 6.65-second barrier in performance. A robot with a tiny display screen and a microprocessor was used to control this welding equipment. The engineering manager came up with a creative and inventive approach to program the microprocessor and show the cycle time for the manual operation. The operator may now see the cycle time in real time. The cycle time started to decrease and settle right away, while productivity grew in tandem. Amazingly, the cycle time decreased. It had gotten better to 5.5 seconds in less than two weeks. To further enhance the work station, we put various kaizen projects into practice. Programming the microprocessor to show the average cycle time was one of these tasks. It provided information on the average, the number of units created using that average, and the beginning date of the averaging. We added a reset button to the station later, and presto! We had a fantastic example of transparency. We were eventually able to regularly attain cycle times of 4.6 seconds after a few kaizen activities. The operator, supervisor, and anybody else with an interest could now see the display to see how the procedure was running. We could literally determine the pace of manufacturing right away. This was a creative fix that significantly improved the system's transparency[7], [8].

But keep in mind that availability losses were about 10%. Due to the delayed nature of the information, the OEE information was useful in helping us understand the losses but was less useful in helping us resolve many of the issues. However, we were able to cut down on certain losses. On the anodons, check sheet information logs were mounted on white boards to collect data as soon as the Andon was turned on. This furthered the information's derivation and made it accessible for further usage. We now have a anodons recording feature. However, an analysis of the OEE data revealed that machine modifications were to blame for 90% of the availability losses. A brief inspection revealed that the majority of alterations were merely obvious tinkering by well-intentioned professionals and could not be justified. These availability losses plummeted like a rock as soon as we conducted some training and clarified several work processes, and the workload of the technicians also decreased. They were very driven, active, and used to having free time, so they were not at all comfortable with this.

One may wonder how we managed to achieve our 600-unit objective per hour when our typical output only reached 433 units per hour on average and the process cycle time could not support it. The solution, though, is both clear-cut and instructive.This is the easy part. Production was calculated by counting the number of 120-unit-capacity trays produced and multiplying that amount by the number of trays. There were no partial trays counted. The output was divided into multiples of 120. The transfer batch was a tray containing 120 units. Additionally, because the line leaders were aware that the managers wanted the production target to be fulfilled, it was preferable to do so sometimes rather than never. As a result, if a tray was almost full at the top of the hour when production was tallied, the line leader may postpone entering the data. The production was, of course, significantly shorter the next hour than it would have been if the data had been presented honestly. We eventually reduced the transfer batch size to 48 units since the 120-unit transfer batch caused various issues that went beyond production accounting. As you may anticipate, this not only aided in the accounting but also shortened the processing lead time.

So why is this so illuminating? It was a sign of the whole building. Everyone desired success and the perception of success. They were a motivated bunch, as I said previously. And when we introduced other process modifications and enhancements, this drive served us well. We may continue, but first let's quickly go over what we just spoke about.

Our manufacturing system first became better. With almost any capital spent, the output rate rose by 42%.Second, when the changes were made, we could see the state of the system. If there were issues, we could quickly identify them and take the necessary corrective action. Our system openness had much increased, enabling our issue solutions to significantly improve as well, and we now had the knowledge to do Rapid Response PDCA. This narrative of increased output via enhanced openness has several stories, one of which we will go into further detail. It is the tale of enthusiastic employees and a committed, motivated management group who were constrained by a particular kind of blindness. a kind of blindness that, to some extent, affects us all.This particular product was not at all profi. The corporation was losing 30% on this product after 18 months of manufacturing! The inadequate production rates were the main issue. To satisfy the business strategy, this device had to be able to generate 330,000 units per month under design circumstances. The management was quite upset because, as they said, we have done everything we can to improve the production. They then enumerated the steps they had taken to achieve the 6.65-second cycle time. The list was impressively lengthy. It required extensive training, motivational efforts on the part of the personnel, and several equipment adjustments.

The assertion that We have done everything we can to improve the production was made by them was untrue despite their sincerity and ardor. As you shall see in this chapter, they had not accomplished everything that was within their power.With no additional process changes, the cycle time decreased from 6.65 seconds to 5.5 seconds when we measured and uploaded it. There can be only two conclusions.The rate increased by more than 18% after the employees knew what the management desired and when the management gave them the opportunity to see what really occurred. That essentially meant that we could now generate the same amount in one less day each week. Our fixed expenses have just been decreased by 18% per unit. Isn't it amazing? As a result, we could say with confidence that the employees were able and motivated to increase productivity.The second conclusion causes those in management a little more discomfort. In other words, management had truly done all they knew how to do, not all they could do, and yet they were still standing in the way of advances.Let me review some information that was in previous s to help you remember it. Some supervisors may benefit from a review and greater comprehension of these remarks in their attempts to eliminate obstacles that are impeding others' performance.

First, it would need a complete day of output whole 24 hours before the issue of low productivity could be meaningfully quantified. Then, as is often the case, they could see that the production rate was poor. However, how did they quantify the issue of poor production? They were unable to determine whether the losses were the result of poor cycle-time performance, difficulties with machine availability, challenges with materials supply, or problems with quality. As a result, their understanding of low production was, in the words of Lord Kelvin, ... of a meager and unsatisfactory kind. Their understanding was, to put it mildly, inadequate, and it was unsatisfactory to address these difficulties, for sure. Regarding their knowledge of cycle times, the same thing may be argued.Second, they had not adequately clarified to the operators what the actual cycle time objectives were. They had done this and expected the operators and the process to improve, without providing them any real method to determine if they had done either. They had been ordered to increase output, which is to work better; and increase cycle time, which is to work harder. Both the performance of the system and the performance of the person could not be measured in any meaningful manner.

Each of these demands work better and work harder had a management principle behind it. These ideas were, respectively:We need the employees to work better since we have poor productivity, which indicates that they aren't performing at a high enough level.Operators must definitely improve their application since the cycle time is plainly too sluggish, which means they must work harder.

These two ideas as well as the one before them were false. The two management exhortations were heard, but the operators were essentially unable to affect the corrections they were so ardently seeking. greater managerial effort was required rather than greater effort from the employee. An honest, introspective examination of the system, particularly their position in the system, was what management required. That they did is to their credit. They completed everything quickly and well. When this was finished, the Rapid Response PDCA beast was let loose, and progress started to happen right away. Additionally, the management only discovered now that they had not done all they could to improve the production.This was the situation in this instance, and almost always, everyone experiences it in the same way. In other words, there was nothing missing from the perspective of the rank-and-file employees. The system was ineffective. The management-developed system has flaws. Therefore, management's direction and engagement were required to develop this system. However, I won't be too harsh on this specific management since, quite simply, I found them to be open, honest, very diligent, and serious in their attempts to improve not just the factory but also everyone who worked there. They put forth a lot of effort and logged many hours fully. They made no excuses for not trying. Their lack of awareness was a drawback.

To certain things, at particular times, and in certain locations, we are all blind. Often, we need some outside assistance to see the things that are in our blind spots and that we are not aware of. As soon as this management team was able to see, we were able to advance significantly.Deming discussed this in his works, so let me use his second and twelfth management obligations both taken from William Sterzenbach's The Deming Route to Productivity and Quality to cite him here.As is often the case, leadership was required in this instance to make things better. Once again, I can't put it better than Deming, so I'll end this with a few more quotes from his book The Deming Route to Productivity and Quality.The evident power of transparency is shown in this story-within-a-story. Workers simply performed better and the system became better once they could see what was desired via clearer objectives and once, they could see what they were accomplishing through better measures. The employees already had motivation; all they needed were the right tools to enable them to improve system performance.

How exactly did the future operations benefit from the increased degree of transparency? starting with the hourly production was more precise, and we could check to see whether we were operating according to plan. The production rate, which was now accurate to within 48 units, or to within four minutes of the timetable, was entered by the supervisor at the top of the hour. Second, if we were running late, we may consider:The rejected product segregation bins to check whether there was an issue with the quality, etc.To determine if downtime had been an issue, check the Andon log.Check the cycle-time data to check whether the procedure adhered to the cycle time.In general, it was simple to concentrate our attention on the particular issue or problem machine for Rapid Response PDCA once we received this knowledge.Although we might yet do more to increase this system's openness, we had already made substantial progress. Prior to this, our success rates in solving issues 24 hours after they occurred were quite low. Now, in a 15-minute span, we could discover almost all the information we need to tackle the majority of issues. We had advanced much, primarily as a result of the system-wide openness we had instituted[8], [9].

Openness and Creativity

One of those ideas that is actually ready for growth as part of lean manufacturing is transparency; our only restriction is our creativity. There is literally no limit to what we can create to fully use these strategies with transparency, SMED, and poka-yoke technologies. Just bear in mind two ideas.We want transparency to be able to identify changes and alert us to them.We want transparency to provide us with the readily available data we need to conduct Rapid Response PDCA.In order to successfully complete these two components of process diagnosis and process improvements, transparency is the means through which the information is shown.

Gain in Process

Most process improvements are made by either lowering product or process variance, or both. With waste reduced, better yields, shorter cycle times, or more uptime, to mention a few common manufacturing plant improvements, will result from this variance reduction.Therefore, in order to obtain the advantages, we must limit variance, and there is a particular strategy that may be used to do so. We can cooperate with

1. The thing.

2. The components.

3. The tools for the procedure.

4. Poka-yokes.

5. Process actions.

6. Make the Product Simpler.

The ability to reduce variance is greatest when the product is made simpler. I can remember one instance when we were trying to increase yield on an electronic control unit with 13 functions. Over 300 components made up an 8 by 8 printed circuit board of this ECU. The next iteration of ECU only needed 46 components and featured a 4 by 5 PCB, although having 42 functions.This design simplicity was made possible by technology, and of course the processing equipment was also much scaled down and simplified. For instance, the PCBs were first printed in pairstwo PCBs per panelduring the solder application process, which was carried out using a screen printer. Following the design simplification, six PCBs were created for each panel. Five placement machines were arranged in sequence prior to the makeover. Only three placement machines were needed for the updated version.Even if this is just a portion of the effect, it is clear that more units were produced in less time with less expenditure and fewer equipment. Additionally, space requirements and future maintenance requirements were decreased. Additionally, as anticipated, the new process's early process yields outperformed the previous design significantly. Although this form of product simplification is the most effective, it is regrettably usually not feasible in the ordinary manufacturing context.

CONCLUSION

In conclusion, Transparency acts as a guiding concept that encourages responsibility, cooperation, and trust. In many areas, such as business, government, and interpersonal relationships, it is crucial. Organizations may benefit from a more transparent environment by promoting openness and putting methods in place to overcome obstacles. This will lead to healthier relationships, better results, and a healthy corporate culture. While attaining transparency may be difficult, putting tactics in place like transparent communication channels, reliable information-sharing tools, and an open culture may help remove obstacles. Organizations may foster a culture of ethical conduct, informed decision-making, and cooperation by adopting openness.

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MINIMIZING RAW MATERIALS VARIATION: STRATEGIES FOR IMPROVEMENT

Dr. Vijayarengam Gajapathy*

*Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-vgajapathy@presidencyuniversity.in

ABSTRACT:

Reducing raw materials variation is a critical objective in manufacturing and production industries. This chapter explores the significance of minimizing raw materials variation, examining how it contributes to process stability, product quality, and overall operational efficiency. It highlights the key factors influencing raw materials variation and discusses strategies for effectively reducing and controlling it.The chapter emphasizes the importance of controlling raw materials variation to achieve process stability. Raw materials with inconsistent characteristics can lead to variations in product quality and process performance. By reducing raw materials variation, organizations can enhance process control, reduce waste, and improve overall product consistency.

KEYWORDS: *Calibration, Consistency, Control Charts, Quality Assurance, Raw Material Specifications.*

INTRODUCTION

The degree to which the incoming raw materials fluctuate significantly is a concern for everyone varies. However, to enhance their processes, the majority of manufacturing companies collaborate with their suppliers at the process level. Some of the more progressive manufacturers have strong supplier support groups, and they use tools like the 8Ds and supplier certification programs. Ohno utilized supplier development as a crucial instrument to enhance his production system, but he didn't really put it into practice for some 20 years after he started his search for quantity control. This most likely won't cause a significant problem at your institution for a few years. We won't go into depth on this subject here since there are many excellent publications on supply chain management when it is a priority.

Streamline the Procedure

The second most effective strategy is to streamline the procedure. The endeavor is often directed on minimizing human contact. This usually entails the use of robots or other forms of automation. This sort of simplicity is often impractical, and this is particularly true for a tier-1 vehicle supplier. Capital upgrades' initial cost is a concern, and on top of that, suppliers must clear a long list of hurdles, which tends to discourage this kind of change. Even when a change is necessary, it is often not implemented because of the hassles associated, known as process validation requirements, which are imposed by the average car client. These modifications also make the subject of price reductions more accessible. Overall, process simplifications of any kind, such switching from human to robotic activities, are uncommon.

Poka-Yokes

Before implementing additional procedural adjustments, poka-yokes should be fully used since they are strong instruments. The lack of widespread adoption of poka-yoke technology intrigues me. I blame the lack of creativity required of most manufacturing support engineers for this underutilization. It doesn't help that, despite their being many reliable references in the literature, I discover relatively little internal training using poka-yoke technology. I don't see a lot of rationale for the underutilization of poka-yokes, other from some minor annual maintenance that is necessary. Poka-yokes are elegant in their simplicity and efficiency. We have several instances of poka-yokes that returned $10,000 for every dollar invested. It's difficult to beat that type of investment[1], [2].

Increase Process Consistency

Unfortunately, streamlining processes is how improvements are made the most often. This often involves an effort to develop improved task descriptions in order to eliminate variety. But ultimately, our ability to execute successfully still depends on people. In the first line, I used the word unfortunately for two reasons.First, we are only attempting to do things better, not actually differently, since the human aspect is often the main source of variance.Second, it is regrettable because, often, it is the best we can achieve, even with the most creative engineers and administrators. In fact, this is the method used the most often in production to eliminate variance.Although immediate advantages are often made, the bigger issue is how to sustain these gains? We can realistically support the most popular of our improvement techniquesimproving the processes carried out by humansas that is the topic of the remainder of article.

Five Steps

There are guidelines for maintaining the gains. It is not extraordinary, but once put into practice, it always works. It contains:

1. Effective working methods.
2. Proper instruction in work processes.
3. Basic process visual management.
4. Management conducts hourly and daily process audits.
5. Regular management audits.

Let's now examine each component of the prescription one at a time.

Good Work Standards and Procedures that Reflect the Facility Goals

First and foremost, we need to establish sound work standards and protocols, such as checkoff lists, starting processes, maintenance procedures, and standard work, to mention a few. In other words, all the processes required to manage the company effectively and efficiently. With the exception of two key concerns, I won't go into great detail on how to write effective work instructions since there is enough of excellent literature on the subject. Individuals are Reality Tested on Performance to the Standard after Being Trained to the Standards. The personnel must then be trained on these standards and protocols. Again, there is a ton of excellent information in the literature, so I won't go into any detail beyond that, but for one. A practical exam conducted under production circumstances must be used to assess the training once it has been finished. Let's

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imagine, for instance, that prior to final packing of the components, we have trained operators to visually verify the parts for attribute features. It is necessary to evaluate these operators under line circumstances and at takt time, in this instance using an attribute Gauge R&R research. The end goal of this training is behavioral change, and that modification must be assessed; there is no replacement for this. Written exams and video instruction are acceptable[3], [4].

DISCUSSION

According to my observations, most businesses do the first three stages with some degree of efficacy, but steps 4 and 5 are where the mechanism to maintain the gains often fails. Daily management review is a crucial component of hoshin-kanri planning. I see that even midlevel managers are going to the floor less often. If continuity is an issue, these treks to the floor are definitely important. Management must always be aware of the plant's state in the world that is changing so quickly nowadays; this awareness cannot come from the office. There are several titles for it, such as management by walking about or visiting the Gemba, but managers at all levels are required to spend time on the floor at least once every day.Managers need to be informed on current operations and operating circumstances. Additionally, being on the ground keeps them in contact with the public. It assists the manager in evaluating not just what is occurring on the floor but also the information he receives from others, which is the majority of his knowledge in most cases.

Finally, it aids in the manager's learning about the process, the people, and the product. Toyota gave it a name, genchi genbutsu, which translates to go and see for yourself, thoroughly understand the situation. It is an essential component of Deming's 14 Obligations of Management. In fact, Toyota considers it to be so crucial that it is included as Principle 12 of the Toyota Way, their management manual. There is no alternative for the manager's presence, whether the manager has a clear purpose sometimes or is just watching to see what happens.The most typical management technique is to only visit the floor when there is an issue. The employees can thus tell that something is wrong when they see the management. There is nothing like this to foster a culture of fear and secrecy by fostering a climate of worry. Because it is part of his regular duties for the manager to investigate both when things go wrong and when work is going well, he must be present on the floor. He may then determine if the standardization techniques are effective.

The finest at this, in my opinion, go to the floor for two additional reasons. Good managers are able to go to the floor and just listen to the line employees in order to learn about the process – straight from the source. The question is, how’s it going? A rare management talent is the ability to just listen without saying anything else. Having all of your workers' birthdays, dates they started working for the firm, and wedding anniversaries on your calendar is another strategy that pays off well. These serve as a prompt to go pay the employees a more in-depth visit. The manager may then swing by and talk to them about their first day of work, for example, in addition to getting to know them better. This sort of touch must be genuine; however, if it is not your style, avoid using it since you will come across as fake and will thus achieve nothing. If it suits your style, it pays off greatly. In contrast to the what I think you want to hear paradigm so prevalent in most plants, these folks will be far more likely to tell it like it is in the future.

Regular management audits...to educate managers and evaluate the system. Once again, the idea of management audits is included in the H-K planning paradigm. The general goal of audits is to determine if the system is functioning, and most auditors are not really satisfied until they identify a few mistakes that have been made. It appears to fulfill their desire and give them confidence in their work. In my experience, this desire to identify individuals doing things incorrectly is shared by almost all auditors. Like the standard itself, the audits don't actually help. However, these routine management audits have two distinct and quite different goals:

Educating Management

To determine if the system can adhere to the policy. According to my observations, there are more opportunities for system improvement in manufacturing than there are for people improvement. Let me reiterate: In my perspective, there is much room for improvement in manufacturing but not in terms of people; rather, it is in terms of processes. In fact, we often discover that 85 to 90 percent of all variance is system induced in the controlled trials we have conducted[5], [6]. Simply put, most variety is caused by individuals being:

1. Using the supplies, they are given for raw materials.
2. Using the equipment, they have been given.
3. Following the guidelines, they are given.
4. Working in the surroundings provided.

Therefore, the majority of the time, it is the raw materials, machine operating conditions, job instructions, and work environment that must alter in order to advance, and not the people, after the study of the variation is complete. Remember that management is responsible for choosing the tools and raw materials, creating the job instructions, and designing the workplace. The four items listed above primarily comprise the system. Unfortunately, and all too often, when issues arise, managers lack the knowledge of variation essential to adequately react, and all too frequently they put emphasis in the wrong placeon the workforcewhen what really needs to change are these systems.

Since they were the ones who developed the system, the managers, especially the middle managers, have a great deal of emotional investment in these four parts of it and do not really want to modify them. To alter this system would be an acknowledgment that it was a flawed design. The fact is that all systems have flaws and may be strengthened.The status quo is protected by a variety of cultural influences, yet it must change, and middle managers typically fail to see or refuse to embrace these changes. I have discovered that senior management presence on the factory floor is crucial for these and other reasons. Just such a chance is presented by these audits, which also serve to educate managers and middle managers.

1. When the managers conduct these audits, a third benefit is realized.
2. Not make sure these audits get done, but rather do them, is what I mean here. I mean:
3. To examine the requirement
4. To compare the behavior to the expected level
5. to come to conclusions and devise remedies
6. to confirm that the task was finished
7. To keep track of the audit

By definition, these audits cannot be delegated. The advantages are enormous in this case. I'll mention just a few, but there are many more.The employees may make a genuine connection with the management and understand that he or she is devoted rather than merely participating. The managers will be seen as actual employees rather than merely shiny pants in their office staring at spreadsheets.It gives employees a better knowledge of how upper management perceives their issues and how intermediate management does not completely shield them from them. The employees are able to communicate with the senior management because of this communication channel.These audits allow for the detection and correction of system flaws. They complete the system's PDCA cycle. Fewer still have an annual audit policy than conduct management audits. System advances are hampered by this absence of an auditing system, and the lack of management audits in particular is a significant barrier to maintaining the benefits.

Cultures

In this, we provide a succinct introduction to cultures, specifically corporate cultures. We will only scratch the surface, but our goal is to provide you with enough information so that you can understand the complexity and depth of the Toyota culture as well as the extent of the work required to fully achieve a Lean culture. We also want to clarify why making a concentrated attempt to alter the culture may wait, at least until the main structural problems have been resolved.This was included since the TPS's cultural components are what make it unique. Furthering that idea, some of the genuinely distinctive features of the TPS were deliberately and methodically created over a lengthy period of time; as a result, they are difficult for anyone to reproduce.A culture is what we refer to as the combined actions, thoughts, beliefs, artifacts, and language of any group of people. The Catholic Church, AARP, the South, Toyota, the New York Yankees, your plant, or any other group of people's culture might be the subject of this discussion. These groups' members have predictable thought patterns, speech patterns, and behavioral patterns. They are then recognized as a part of the culture by their ideas, words, and actions. These civilizations often have distinctive artifacts that aid in establishing their membership in a culture. These artifacts might be items like uniforms or jewellery with symbolic meaning. In contrast, a culture is just how we do things around here.

For instance, all engineers wore a dress shirt and tie, at the very least, when I began working as an engineer in the oil business in 1970. Even first-line managers often wore a suit or at the very least a sport coat. Despite the fact that I worked in Southern California, the epicenter of the let's takes it easy and head to the beach mentality, the dress code was highly professional. When we questioned why, they often said, that’s just how we do it around here. Another instance at my place of employment was the absence of a defined program for educating engineers. Most of the time, we were given tasks and supposed to figure out how to do them. Our engineer training program is like asking the engineers to put on ankle weights, throwing them out into the middle of a pond, and telling them to swim to shore, a middle management once stated. We lose a lot of people along the road, but the survivors are very tough. The fact that engineer training was not highly regarded yet we were still expected to perform was another facet of their culture. The intolerance for failures was a less evident but no less potent feature of that society. Failures were difficult to forget. For instance, if an engineer finished ten projects and nine of them were highly successful but one had some issues, he would often get criticism for the problematic project and it would not be quickly forgotten. If another engineer completed just three projects, say, but they were all successful, he would likely be regarded as being a better engineer.

The phrase It only takes one ah-shit to cancel 100 attaboys embodied this facet of that society. At least in private, it was made fun of. However, in the end, it made engineers wary of taking any kind of risks. This led to the suppression of traits like imagination, creativity, and invention. As you could anticipate, other attributes would emerge as being significant when these qualities were suppressed. Company politics became a defining characteristic in this culture, aiding in pay raises and promotions[7], [8].These culturally significant traits include attire, education, and growth. Similar to how expenses, earnings, and customer satisfaction are understood and handled, they too need to be managed.The history of the group and the deeds of a select few powerful individuals are the two primary components that shape and maintain cultures. The cultural norms are determined by a select group of powerful individuals. The top few individuals establish and uphold the rules, whether they are explicitly stated or not. Most cultural norms are implicit, which makes them potentially highly hazardous when we are ignorant of them.

The Most Regular Laws: The Unspoken Laws

The silent rules, an apparently strange characteristic of societies, cause a significant cultural issue. It often explains why members of the culture, particularly rule-makers, fail to see what is occurring in their own society. In the culture of my first engineering job, for instance, it was common for a senior management to criticize the company for playing things close to the vest and for being unwilling to take risks and be innovative. He could ask, why does it seem like our competitors always have the best ideas?Where is the strong individuality of which we Americans are so proud? In fact, he may say this just a few minutes after chastising someone for a transgression. Some of these remarks are almost amusing if they weren't so terrible once you realize what is going on in your society[9], [10].If we were mindful of the quiet norms, they would not be as harmful. Furthermore, if we are unaware of them, they govern us rather than the other way around. This is not only risky, but it also leads to many anomalies.

CONCLUSION

In conclusion, Process stability, product quality, and operational effectiveness all depend on the capacity to reduce raw material fluctuation. Organizations may achieve consistency, save waste, and provide high-quality goods to satisfy consumer expectations by putting policies to limit variation into place and working with suppliers. Active measures taken to reduce raw material variance boost operational efficiency and provide businesses a competitive edge. Techniques for statistical process control, including capability analysis and control charts, are useful for observing and regulating the effects of variation in raw materials. These methods let businesses to recognize and respond to variances in real-time, ensuring that operations stay within acceptable bounds and that intended results are regularly attained.

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FOSTERING HEALTHY CULTURES: FUELING BUSINESS SUCCESS

Mr. Venkatesh Ashokababu*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-ashokababu@presidencyuniversity.in

ABSTRACT:

A healthy culture is crucial for the success and sustainability of any business. This chapter explores the significance of fostering healthy cultures in organizations, examining how they contribute to employee well-being, engagement, productivity, and overall business performance. It highlights the key elements and strategies involved in creating and maintaining healthy cultures, such as leadership commitment, open communication, employee empowerment, and work-life balance.The chapter emphasizes the importance of a healthy culture in promoting employee well-being and engagement. A healthy culture supports a positive work environment, where employees feel valued, respected, and supported in their professional and personal growth. It fosters a sense of belonging, purpose, and satisfaction, leading to higher levels of engagement and commitment.

KEYWORDS: *Adaptability, Collaboration, Diversity, Employee Engagement, Ethics, Growth Mindset.*

INTRODUCTION

A company culture needs two essential characteristics in order to be considered healthy. It must be robust and suitable for the company in terms of culture.A culture has to possess two qualities in order to be powerful.All levels and functions of the organization must recognize, practice, and embrace its ideas, beliefs, and activities.Its attitudes, convictions, and deeds must be consistent with one another. Consistency in reasoning is required.

For instance, it is impossible to have a everyone can do it his own way mindset and yet expect things to be done in a field that requires a highly regimented atmosphere, such as that required for firemen. These actions are not regular.Simply said, a strong culture requires that all of the group's views, attitudes, and behaviors be consistent with one another as well as vertically and horizontally integrated.

The need for appropriateness is the second characteristic of a healthy culture. appropriate for the group's and, in this example, the business's demands. For instance, a culture that is good for a professional football club may not be appropriate for a manufacturing plant or a company like Disney. The majority of people overlook the idea of a proper culture. A successful culture is one that many people will often try to imitate. Consider the proficient football team that won the Super Bowl as an illustration of success. The coach may often be seen teaching the Road to Success or something similar as a motivational speaker. All too often, company managers attend these gatherings in search of the newest success formula, firmly thinking that if they could adopt the team's guiding principles, they too might achieve success. Well, that's simply not how it works.

Suitable Cultures: An Illustration

A crucial aspect of culture is leadership style. The leaders and followers within the culture must then exhibit a broad range of behaviors that are dictated by this trait. Let's return to our analogy with football. The quarterback, for instance, is the offensive captain on game day. He is in charge of calling the plays and audibles. In his capacity as the on-field leader, he will act solely on the basis of his judgment. He does this without seeking input from the impacted parties. He behaves in a very authoritarian manner. He really takes a pretty authoritarian stance. Bart Starr, the victorious Green Bay Packers quarterback in Super Bowl I, had Forrest Gregg as his all-pro offensive lineman[1], [2]. Do you think he may have leaned over to Forrest when he was in the huddle calling a play and said something along the lines of: Well Forrest, I know you have blocked that huge man across from you for quite some time now, and I know you could use some rest. I genuinely value your efforts and like playing with you.

But would it be okay if we passed by your location just one more? I absolutely feel that this will be better for the squad since we really need the yards to get the first down. However, we wanted to get your input before taking any action that would have an impact on you. Do you think you could back it up and give that large man another butt-kick?It would be utterly absurd for a quarterback to say such a thing during a football game. There is no other way to define the quarterback, the team's leader on the field, except a tyrant. He is not attempting to build connections or get support or feedback. He gives clear instructions on what to do, when to do it, and how to do it, and if people don't follow them, he replaces them they have no other choice. On this case, there is no worker freedom. The quarterback must lead in a totalitarian manner because of the intense time constraints. Nobody, however, finds this weird. For that company, that is how it must be. It is suitable for that company, at that moment.Therefore, the plant manager often searches in the incorrect kind of culture for solutions to his cultural issues with the football team. He may not be able to immediately relate what he learns from the football coach to his culture. A manufacturing facility may not always need what is proper for a football squad.

Cultures, Reliance, and Independence

We are entirely reliant on our parents when we are young. Our personality is significantly shaped by this need and our survival instincts. But as we age and mature, we are expected to become much more independent, including the ability to dress ourselves, subsequently maintain our rooms, and eventually do various household chores. Being independent is an indication of maturity and is often used to describe it. In an effort to somehow encapsulate the American spirit, we invented the term rugged independence since we are so in love with freedom. Some of us, however, do not consider this to be the greatest of aspirations.Personally, I don't even believe it accurately captures reality. The idea of interdependence is a far better reflection of reality. It is the idea that acknowledges the truth that all things are interconnected, and that changes to one feature of an object nearly always result in similar changes to other parts. It's an important component of systems thinking. For instance, since your body is an interconnected system, if you modify your exercise routines, you're eating and sleeping patterns will also adjust spontaneously.

Because families are interconnected units, when one member becomes ill, everyone in the family is typically impacted. Production lead times cannot vary at the business level without also changing inventory, overtime, or delivery performance. Consequently, your company is a system that depends on other systems.As I noted, some refer to this as systems theory, and engineering, business, and medical institutions all teach certain aspects of it. According to the theory of systems, anytime one component of a system changes, the other components must also be able to adapt or the system as a whole would fail. There are numerous qualities needed for this modification[3], [4].The system must be able to discern when a change is taking place and must be mindful of its current condition.It must be adaptable enough to handle the modification.The system needs to respond quickly.All systems, including human systems, are subject to this.I continue to come across a lot of managers that either don't get this or don't believe it. For instance, I continue to see managers concluding that all they need to do is reduce labor in order to increase bottom-line profit. as if the only effect would be to lower expenses as a whole.However, it is simpler for the management to disregard the implications and do some straightforward straight-line calculation, as if that were the case, rather than better.

The same is true, for instance, with expedited freight. I've seen several managers who made the decision to lower this expense. What transpires to on-time delivery or overtime when the management places restrictions on their capacity to speed up the shipments? Where will this have an influence on the system, though? Or maybe their personnel lack the necessary skills or training, or perhaps they are unaware of the company's aims and objectives. If they fit any of these descriptions, their management system has a flaw and has to be changed. Yes, this systems notion is extremely closely related.Lean's recognition of these concepts of systems and interconnectedness is one of its greatest strengths. For instance, the idea of transparency is widely used so that we can comprehend and become aware of how the system functions. Throughout the TPS's early development, these ideas were well understood. According to a comment from Ohno, it is evident that he understood the importance of systems and the interdependence notion.

DISCUSSION

The majority of civilizations form unintentionally. The degree of awareness is more concerned with the acts and behavior than it is with the underlying culture. The culture then starts to be formed as a result of this conduct. Consider a company, like a restaurant. We are in the restaurant industry to make a profit. We make the decision that we want to charge premium customers the upmarket pricing they are prepared to pay. But we also need to build a team of cooks and servers that fit in with our luxury enterprise. Consider the waiters as an example. We will require waiters with significant social skills at our luxury restaurant, such the capacity to engage in conversation, which we would not need or even desire if our restaurant were a fast-food enterprise. We may even require them to get training in dealing with guests at our expensive restaurant, or we might even provide it ourselves. Our culture is established as soon as we begin to describe the behaviors we wish to see. We further identify the behaviors theskills we need as we go forward with the development of our company. The culture we shall have been then further developed as a result of this. We comprehend our culture better the more we are conscious of the behaviors we pursue and the effects of those actions. As a result, the culture is created based on what the staff must do to meet the demands of the company. Very basic, huh? Well, it's not so easy since conflicts arise often. On that, though, later.

When a senior management thinks that his culture has to change, he often has specific shortcomings in mind that he would want to address. Perhaps he believes that his culture has to be changed so that it resembles Toyota's. In light of this, a cultural assessment is therefore required. This tool enables an assessment of the culture's current state, or how it is currently constructed.

Our methods for doing this range from formal written surveys to individual and group interviews to seeing the culture in action. On our Cultural Matrix, these statistics are collated and contrasted. This will provide a clear picture of the current culture[5], [6].The sort of culture your company requires must then be determined. This may be accomplished in a workshop that is facilitated, and it will decide the kind and structure of culture that will be required in the future. Now that we have these facts, we can specify and start making the necessary modifications.Improvement and development then concentrate on identifying and resolving issues in three key areas of opportunity after the cultural appraisals of the current state and the potential future state. Which are:

1. Are the ideas, convictions, and deeds in line with the requirements of the company and the clients?
2. Are the ideas, convictions, and deeds in agreement with each other?
3. Is the facility capable of vertical or lateral disintegration of ideas, beliefs, and behaviors?

With one major exception, this turns becomes a project and is handled like the majority of significant initiatives. Prioritizing the required cultural changes is necessary, with the biggest cultural changes being implemented first. Keeping in mind that any cultural change will have an impact on all other areas of the culture, a modest reevaluation is necessary once the first big change is completed. Even though it seems hard, many of the dependent changes are predictable in the hands of a cultural specialist.Now is a good time to talk about how we may go about implementing the adjustments. Say that we wish to put our Lean initiative into practice. On how to approach altering the culture, there are two opposing schools of thought. They are primarily concerned with the issue, should we change a man's attitude so that his behavior will change, or should we change their behavior and expect their attitude to follow?

I once conducted extensive study on this subject and was able to locate statistically verified studies that, to the exclusion of the second, provided scientific support for the first claim. Additionally, I discovered research that supported the second claim, but not the first. Go. I suppose they both operate. The second concept, though, is what I find more compelling. The problems that tend to be maintained are those that are grounded on action, which produces results, and that in turn gives a feeling of pleasure, which I have learned is a natural motivator. Either approach, I have discovered, will work in the short term. This rah-rah good mental attitude thing is common, but it typically fails in the end. It falls short because it is not backed up by the necessary actions, particularly those of management. As a result, it cannot support itself and dies from weight alone. How therefore do we go about changing the culture?Simple, we developed an action-oriented strategy. We accomplish this with a lot of assistance; keep in mind that much of the culture is unconscious to those who are already a part of it, so assistance from someone who has not been contaminated by your culture is almost certainly required in order to alter it successfully.

The Culture of the Toyota Production System

I have grown to not just respect but, to be quite honest, adore the Toyota culture after studying it and working with several Toyota facilities and suppliers. Of all the businesses I have ever researched, it has the healthiest culture. It has a robust culture that is suitable for their industry.

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An Acceptable Culture

Their corporate culture is ideal for their industry. First, they have transformed from a tiny manufacturing company producing a few thousand little vehicles annually to a manufacturing behemoth by leveraging their culture as a powerful weapon to advance their business. Second, in addition to expanding, Toyota's production method has been imitated in every industrial scenario imaginable. Finally, people have fought for survival and riches using their culture as a potent weapon. Toyota is still doing well in the current climate whereas Chrysler and General Motors are having trouble surviving. The culture at Toyota is primarily to blame for everything.

A Positive Culture

When attitudes, thoughts, and behaviors are the same across the organization, the culture is healthy. The whole Toyota organization, including suppliers, is vertically and laterally integrated around these characteristics. They are so reliable that it is almost monotonous. Furthermore, it has such a strong culture that it has created its own language, complete with new terms like kanban and autonomation as well as reinterpreted versions of old ones like leveling.

A Management Responsibility Culture

Toyota has always impressed me in part because of their unwavering regard for people. Their complete embrace of responsibility is even more impressive. especially those that pertain to management. Consider their non-layoffs policy. This has been their stance ever since Kiichiro Toyoda's disgraceful resignation as president in 1948. His resignation was a clear indication of his accountability for the forced layoffs that were necessary to save the firm from going bankrupt. Toyota has continued to uphold its no layoffs policy as of right now. They certainly incorporate it into their culture. a component that Western managers neither fully comprehend nor value.Few businesses nowadays have agreements with their workers that are similar to this. These businesses do exist;however, they are not the norm. But I have no instances of a president standing up, accepting responsibility for the issues, and resigning when the firm suffered financially. The typical situation is rather the reverse. There are many tales of CEOs whose businesses collapsed but who used their golden parachute to escape to safe landings. Now let's go back to Mr. Toyoda. Can you image the effect knowing that this degree of accountability is not only demanded of everyone but is also exercised by the top echelons of management has on the culture, the whole company, and both managers and employees? To put it mildly, it is enormous[7], [8].

Any ethical business would state, as Toyota does via their deeds, If the company fails, it is because management has failed. Unfortunately, what is seen and what Toyota claims often diverge significantly. Instead, management will nearly always claim credit for the triumphs but not for the failures. It's astonishing how quickly management will try to locate others or external causes for a failure. However, when they first experience success, they would queue up to not only accept the praises but also the benefits.Well, some management teams will kind of accept blame for their mistakes. They will discuss it and use polite expressions such as we take full responsibility or the buck stops here, or any other nice-sounding phrase, and they may even feel awful about it. But RESPONSE-ability, not that, is the ultimate test of what genuine responsibility truly entails. Simply said, responsibility is the capacity to act. So how exactly do they react? Kiichiro Toyoda's actions obviously supported what he stated, and it was obvious that he felt guilty and accepted responsibility. Because of this individual, the business walks the talk. He set an example for what is required of every Toyota Manager, every Toyota Supervisor, and every

Toyota employee. Because of this, they have a culture that values accountability, and they work hard to maintain it. They bear accountability.

A Workplace Responsibility Culture: Jidoka and Line Shutdowns. The second example, which also emphasizes accountability but is more relevant to the shop floor, is the jidoka principle, which states that when a flaw is discovered, the line must be stopped and not restarted until the issue has been fixed. The employee or anybody else who discovers a flaw initiates this line halt. They have the obligation as well as the right to do this. Toyota views this as a wise business decision, if not a must.Most American plants would see this as handing over control of the institution to the patients. This notion is quite accurate at the average American plant. Not because the employees are crazy, but more often because they lack what I refer to as the context of the problem. Because of this, they are unable to decide whether to stop production or not when they discover a fault. They lack sufficient knowledge of the issues and the negative effects of either shutting down the line or not doing so.We now understand that culture cannot be directly influenced; rather, culture is the outcome of what we do. It is thus not advisable to create a culture before we are certain of what we must accomplish, and it can take some time for us to determine exactly what we want to achieve with our Lean endeavor.

Consider the scenario where we want the line operator to shut down the line when a quality issue is discovered. What if we produce one flaw per hour? Are the employees qualified to conduct the assessments? Are the people who solve problems prepared to act every hour? Are we prepared to experience the effects of an hourly line halt on production? These are only a handful of the queries that need solutions. We shouldn't attempt to use this Lean approach if we don't have the correct answers to these questions. beginning, failing, and then going backward is worse than not beginning at all.This is why I advise against giving your culture's depth too much thought just yet. The culture will alter as a result of every modification that is made, to start. So even if we don't actively work to alter the culture, it will. The significant cultural changes, such giving employees the authority to stop manufacturing lines, did not happen quickly or easily for Toyota. Though it is now accepted practice in the TPS, they did not begin this way, and neither should you. Finally, while a lot of people speak about cultures and how they are changing, very few of them really know what they are doing. Even your sensei is probably not an expert in cultures, so at some time you'll need to get assistance in this area[9], [10].

Make the Fewest Changes Required

We have consistently shied away from discussing cultural transformation in isolation. Not because it won't be advantageous, but rather because there is a ton of organizational and technical work to be done. Focused programs for cultural transformation take a long time and need a lot of supervision, and the results are sometimes not immediately beneficial financially. As Ohno did, we have discovered that it is preferable to make changes to the production system first, and then concentrate on culture.Two facets of the TPS culture should, nevertheless, be discussed during the evaluation. Major culture transformation concerns are two of The Five Precursors to Implementing a Lean Initiative. As follows:

1. A strategy for ongoing improvement.
2. A strategy for maintaining the gains.

According to the evaluation, both of these should be part of the original Lean Implementation Plan until both are at level 3.

CONCLUSION

In conclusion, for companies to succeed and endure, a positive culture is crucial. Organizations can foster healthy cultures that boost corporate performance, attract top talent, and give them a competitive edge in the marketplace by putting a priority on employee well-being, fostering engagement and productivity, and establishing a good work environment. A healthy culture may be established and maintained by the use of tactics like open and honest communication, employee development, work-life balance, and awards and recognition. These tactics establish a helpful and welcoming workplace, stimulate healthy work-life integration, and advance employee well-being.

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UNLOCKING POTENTIAL: THE ART OF CONSTRAINT MANAGEMENT

Dr. Bipasha Maity*

*Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-bipasha@presidencyuniversity.in

ABSTRACT:

Constraint management is a critical concept in operations management that focuses on identifying and managing bottlenecks or constraints that limit the overall performance of a system. This chapter explores the significance of constraint management, examining how it helps improve operational efficiency, optimize resource utilization, and enhance overall system throughput. It highlights the key principles and strategies involved in effective constraint management, such as identifying constraints, exploiting and elevating constraints, and synchronizing processes. The chapter emphasizes the importance of constraint management in improving operational efficiency. By identifying and addressing bottlenecks, organizations can optimize the flow of materials, information, and resources, minimizing delays and reducing waste. Constraint management enables organizations to allocate resources effectively, streamline processes, and enhance overall productivity.

KEYWORDS: *Bottleneck, Capacity Planning, Continuous Improvement, Critical Chain Method, Cycle Time, Drum-Buffer-Rope (Dbr).*

INTRODUCTION

He management of bottlenecks is often overlooked in Lean applications because it is not a large part of the Toyota Production System. It, however, is often a strong tool in the Lean Tool Box since it can be used very powerfully for process improvements. In this book, I show numerous examples of bottleneck reduction which then led to huge process gains. Often, bottleneck reduction provided the low-hanging fruit for the early process gains. For this reason, it is included herein.Bottlenecks are the limiting aspects of a process, much like how the neck of a wine bottle limits the flow of its contents as you pour. Often, instead of bottleneck, we use the more sophisticated term constraint. Every process has a constraint. There are constraints to our manufacturing processes, our engineering processes, and constraints to our business process. Every process that has an objective has a constraint, unless the objective is fully met. In a typical manufacturing process, the constraint is usually the step in the process that has the longest cycle time.

Moving Constraints

In Lean Manufacturing, we are always striving to eliminate wastes. Often, this entails using the tool of line balancing. When we balance a line, we try to design the process steps so they all have the same cycle time. This brings about another phenomenon. When the cycle times are very similar, a small variation in one step can cause a cycle- time increase, making it the constraint at that moment. The variation disappears and yet another process step incurs a minor variation that causes it to now be the long cycle- time step, and thus the new process bottleneck. In this manner, the constraint moves from one process step to another. We call this a moving constraint. If the variation of the individual process steps is not too large, we are often not concerned with this moving constraint and do little about it. If, however, the variation of the individual process steps is significant, this variation will measurably affect the process performance and thus the process will not produce to the design cycle time. In this case, there is a process loss. There is a cycle time loss. This loss can be quantified by the Lean metric of Overall Equipment Effectiveness discussed in and once it is quantified we can decide if we wish to work on this constraint to improve the process[1], [2].

Some Constraints That Are Often Not Called Constraints

For the moment, think about a product you make, produced by some process. What if the process is performing well? For example, the quality yield is 100 percent, as is OEE and on-time delivery. The process is producing to takt, making good margins, and meet- ing customer demand in every respect. Do we still have a constraint? Well, if your com- pany is in business to make money and you do not have 100 percent of the market for that product, then the answer is a resounding yes. In this case, the constraint is likely your sales department. Why sales? That sounds odd! The logic goes like this:

1. The business objective is to make money.
2. There is more market share to be had and more money to be made.
3. What is our limit?
4. The constraint is probably sales.

The constraint is not always a step in your process. It can be any aspect that limits your ability to meet your objective. The constraint can be the process itself; it may be a raw materials supplier; it may be a resource; or it may be another aspect of your business.The most disturbing constraints are often policy constraints. This can occur when the company makes policies that turn out to limit the facility. Sedum are these policies designed to be limits. Rather, they are often created with the best of intentions but without a good understanding of the intended or unintended consequences of the policy. Two types of policies drive me absolutely crazy.The first type is We don't know what we are doing so we will create a policy to cover it. For example, one client explained to me that their policy on inventory was to have 30 days on hand. It was a corporate-wide policy. And no one could give even a rough explanation of why this 30 day policy existed.

The second type is the I don't trust you, so we will create a policy to limit your authority. An example is described next.On one occasion, I was called in to make an evaluation of a production line. The plant manager needed to increase production by 38 percent and knew that the capacity constraint was their electrical testers. In an evaluation that took less than one hour, I was able to spot potential capacity increases of over 22 percent with no capital investments. The recommendations consisted of staffing the test station during breaks and lunch and moving one test station that had significant scrap. This test station was after the bottleneck, and by placing it in front of the bottleneck it would improve throughput instantly. I was feeling pretty good about myself and just d he would jump at these ideas.We met for lunch and although the plant manager was intrigued, he flatly rejected both ideas. These ideas would add about $200 per day in labor costs to the 24-hour operating expenses but would increase revenues by over $26,000 per day. They were making about 22 percent on sales, so this was extremely profit, to say the least. The plant manager was interested, but it was the policy of the company that they would not increase manpower for any reason, above their current levels. Hence, he no longer had the authority to add these people[3], [4]. Well, as you might expect, there was a lot more to this experience but this was not the first, nor the last, time I encountered a business decision where The Policy was the system constraint. These constraints are usually very costly and frequently the management is blind to them and does not see them as constraints to the business.

DISCUSSION

The Economics of Constraints

The system constraint will limit the ability of the business to make money. However, in most cases, if the constraint is broken, the resultant increase in production is often the most profit production the company has. Very often, during the review of the foundational issues, constraints will be found and highlighted. It is also, in this timeframe, that the constraints should be aggressively attacked and removed. First, it will make money for the facility and you will be able to accrue huge early gains. And second, it is more efficient to achieve the appropriate process flow rate, stabilize the flow, and then work on quantity control techniques like kanban. However, everyone should constantly have an eye out for constraints and should be attuned to removing them. After all, once the system constraint is broken, the system's profitability is vastly improved.This is the simplest of questions. Look for the inventory build-up. It will always be in front of the constraint.What if there is inventory between all process steps? It will then be the largest pile of inventory. What if there is inventory galore, as is so often the case? Then do a process study to calculate the time for each step. The step with the longest cycle time is usually the constraint. I say usually, not always. It is possible that a given process step may not have the longest average cycle time, but if it has huge variations in the cycle time, this step may be the system constraint.

Often when a multistep process has a lot of WIP, it may experience a broad array of problems. One of which is that it may operate at a cycle time that is well above its potential, thus producing at a rate well below its design. This is especially true if it is dominated by manual operations. In this case, unless there is some clear way to measure and control the cycle time, the system constraint may bounce from one station to the next and the whole line will under-produce. This is commonplace. Consequently, at the end of the day when the production quota was not met, no one can point to any specific problems that the line experienced. Often, what follows is some of the most elaborate, but incorrect, rationales for why the pro- duction goal was not met.The answer, of course, is first understand and reduce the variation and then get rid of the WIP inventory so you can see the process. This will allow you to find the constraint and work on it if necessary.Almost always, once the inventory is removed, the entire process, often every step, will speed up. To most people's amazement, the quality will improve as well. It is not logical to most that this should occur that is, asimultaneous improvement in both quality and rate. However, it is a metaphysical truth, and also a very common occurrence, that production will speed up and quality will improve once the invent is eliminated.

Why Ohno Does Not Even Talk about Constraints

If this constraint stuff is so important, why is there nothing of it in either Ohno's writings or those of Shingo? There are two explanations. First, Ohno and Shingo are so goodat process design and management that achieving minimum cycle times is second nature to them, they take it for granted we seldom fret about those things we take for granted. Second, their approach gets them to a minimum cycle time anyway. They break constraints by first removing the waste and then rebalancing the work[5], [6].

Cellular Manufacturing

alular manufacturing is a key element of Lean manufacturing this is common knowledge. What is not so commonly understood is how powerful a variation reduction tool cells can be by virtue of their design. This is a well-kept secret. In addition to explaining the benefits of cells, and how they fit into the battle of waste reduction, I will guide you through an actual redesign of a complex production line that was converted from a long flow line into cellular manufacturing. Grab a pencil and pocket calculator and follow me through the calculations as we redesign the line and improve the production rate by 63 percent, with virtually no capital expenditures and lessmanpower!

The Definition of a Cell

A cell is a combination of people, equipment, and workstations organized in the order of process flow, to manufacture all or part of a production unit. I make little distinction between a cell and what is sometimes called a flow line. However, the implication of a cell is that it:

1. Has one-piece, or very small lot, flow.
2. Is often used for a family of products.
3. Has equipment that is right-sized and very specific for this cell.
4. Is usually arranged in a C or U shape so the incoming raw materials and outgoing finished goods are easily monitored.
5. Has cross-trained people for flexibility.

Cells are advertised as taking up less space than island production, but I find this is not always the case.

The Advantages of Cells

Cells are an integral part of Lean manufacturing. The use of cells is so basic that in the TPS it is not even questioned. For Toyota, that works. Unfortunately, for others, cells may not work in quite the same way, so it is worth understanding the benefits and drawbacks of cells before we embark on a full-blown effort to convert everything to cells.The primary purpose of a cell, is to reduce wastes in the manufacturing system. The seven wastes again are

1. Transportation.
2. Waiting.
3. Overproduction.
4. Defects.
5. Inventory.
6. Movement.

7. Excess processing.

It is easy to see that cells reduce transportation due to the close coupled nature of the workstations. They do nothing directly to reduce waiting since that is a function of work balancing and variation. However, cells make the balancing much easier to manage. Cells, in and of themselves, also do nothing directly to prevent overproduction or defects. They do minimize the inventory when one-piece flow is achieved, which is their basic design. As for movement, they actually promote movement, more efficient movement, depending upon the cell design and do nothing to reduce excess processing.Thus, cellular production is designed to reduce the wastes of transportation and inventory. Consequently, it is also designed to speed up the process and make it flow. Cells almost always do this, resulting in production advantages such as:The reduction of first-piece lead time. The reduction of lot lead time[7], [8].So with the reduced lead times, we have greater flexibility and responsiveness. However, both of these benefits can be achieved with a flow line. A flow line is a linear, rather than a U- or C-shaped, closed arrangement. To achieve these benefits in a flow line, there needs to be the same low inventory approach as well as making sure the stations are close coupled as in a cell. So why are cells so popular? There are other benefits to cells over flow lines that may be a bit harder to quantify, but are possibly even more powerful reasons to choose cells over flow lines in many manufacturing circumstances.

The first and often the largest reason to select cells over flow lines is the production rate flexibility possible with cells. For example, let's say we have a typical balanced cell staffed with six work stations and six workers. If we use three workers instead of six, we can have each worker do the work of two stations and this will double the cycle time or halve the production rate. If the workers are designed to move from station to station, it is possible to use either one, two, three, four, five, or six workers and get 16 percent, 33 percent, 50 percent, 67 percent, 83 percent, or 100 percent of capacity with no increase in labor unit costs. This allows the cell to operate at different rates as the customer's demand changes. This rate modulation is much more effective than starting up, run- ning the cell at full rate, and then shutting down when the month's demand has been met. The cycling up and shutting down is nothing more than creating batches. The TPS is a batch destruction system, not a batch creation system. This rate modulation by modifying staffing is not practical to do with a flow line.

When cells are arranged in a C or U shape, worker communication is facilitated. For example, all workers are in proximity to one another, so worker interaction is encouraged. Worker interaction to assist in cross training and worker interaction to assist in problem solving are just two such benefits. This proximity just makes communication much simpler. They are also not only able to communicate better but assist each other as well.The typical U-cell situates the first and last work stations near each other. This makes cell supervision much easier and gives everyone a better sense of work completion. Also, in the typical U-cell, workers usually sit or walk in the center of the cell. This frees up the exterior of the cell to supply materials to the cell more easily.

Two Hidden Benefits of Cells

All of the items listed earlier are benefits, but in my experience, I have found there are two major benefits of cellular manufacturing that are seldom mentioned, but that are very real, very positive, and very powerful.First, the very nature of a cell creates a team with a sense of flow and synchronization not seen in flow lines. In the flow line, you have two neighbors; in the cell, every- one is in close proximity. The personal dynamics are changed considerably, leading to a feeling of a group, of a team. The team concept is very powerful and there is a real sense of assisting each other. In the cell, since the process is all around the worker, there is a sense of flow and a sense of synchronization that is not present in the flow line. We have documented cases that show this sense of flow and synchronization actually creating a faster pace in the cell with reduced cycle times. We have found that it is not uncommon for cells to reduce cycle time by 10 and even 20 percent as they mature. I have often witnessed this cycle-time improvement in cells, yet I hear many engineers attribute it to training and worker maturity. These same engineers, however, cannot explain why we do not see the same benefits in a flow line as it matures.Nevertheless, the greatest benefit of cells is a well-kept secret. Cells are a tremendous tool to assist in reduction of variation.I will later describe a case study of a high-volume production flow line that was converted to cellular production. The plant achieved the rate modulating benefits earlier mentioned, but in additionwith less staff and the same equipment the cellular option, compared to the flow line, was able to improve production by over 63 percent.

The Gamma Line Redesign to Cellular Manufacturing

The Gamma Line was a 21-station flow line with a 16-second cycle time. The first 16 stations were all manual assembly, followed by two tests and three packaging stations, which utilized some expensive test and packaging equipment. Material was delivered to one side of the 200' long assembly line, the same side on which the workers were stationed. Each station was staffed with one worker. The first 16 stations had almost no automation; the most sophisticated tools were some ergonomic screwdriver stations. It was a highly labor-intensive production line.Since most of the skills were very basic, the operators would learn all 21 stations in less than six months with little effort or inconvenience to the work schedule. They had an aggressive operator cross-training program.For this corporation, new production lines were designed by the home office engineering staff and then sent to the facility to debug them and bring everything up to speed. Consequently, this facility did not have a full engineering staff.

This production line was a straight flow line with a conveyor. The conveyor would advance and then remain stopped for the 14-second work cycle time; the transportation time between work stations was two seconds. The appliances were mounted on rotating s to facilitate construction, and the s were fixed to the conveyor. There was no new technology in this line, but the design cycle time was considerably shorter than prior designs. It stood out in the facility as being different and placed significant pressure on everyone, especially the materials delivery staff. But the demand for this product was high and the management wanted to only invest in one set of equipment hence, one high-velocity line[9], [10].Earlier, we had done significant training in statistical problem solving at the facility and conducted two waves of Greenbelt training, as well as one wave of Blackbelt training. Following this, Greg, the general manager asked us to review the operation of the Gamma Line. He said he was in a hurry and wanted us to evaluate why the labor efficiency was so low. Labor efficiency was one of their most important plant metrics.Greg explained the situation. The line had been placed in service over three months before and had never achieved design rates. As the demand ramped up, they had to schedule Saturdays and even some Sundays to meet demand.

That was why the labor efficiency was low. In addition, the union was becoming a significant obstacle. From the beginning, the union was against the design. The shop steward claimed the short cycle times placed too much pressure on the workers. Greg had the same concern.We were not familiar with the metric of labor efficiency, so we asked about this metric and the 0.85

standard. It was explained thusly: It is the allotted labor, which is based on the cycle time and design line staffing, divided by the actual hours worked for all the hourly workers. Each line is calculated based on only their direct labor head- count for those on the line, including those not working. The 0.85 factor was to account for labor that was scheduled and working but not producing due to machinery failures or anything that would cause production to be reduced. We asked if the production losses included quality dropout, stock outs, machine downtime, and not performing to cycle time. They said that was the concept and the minimum standard was 0.85. Any- thing over 0.85 was gravy. On this line, the best they had done was just recently when they struggled to get to 70 percent.Without knowing it, their labor efficiency was a type of OEE. Not as powerful and not as usable as OEE, but a very similar concept. The unfortunate part of this metric was twofold. First, their objective was to reach 85 percent. If they got there, they would be happy. There was no strategy to go beyond the 85 percent. Second, this labor efficiency was affected by all the aspects that affect OEE, such as quality, machine availability, material supply, and cycle-time stability to name the major issues. Yet they framed it as a labor issue. Quite frankly, it was everything but a labor issue.

A problem exists when a facility is managed as only a cost center. Clearly their only effort was to make sure they did not use too much labor. But as we will see, labor was not their problem they had neither begun to understand, nor begun to attack their real problems. It shall be that their true problems were waste and variation which is just waste by another name.Greg went on to explain some more history of the line. He said that upon startup, unlike prior startups, tremendous scrap was generated, over 30 percent. When they slowed down the line for a while, scrap dropped, but when the line was sped up again, scrap increased to uncap levels. The workers claimed they did not have enough time to complete the tasks and that the short cycle times caused a lot of stress.To remove the stress from the workers, they tried the Red-Tag Procedure. The company told the workers that if they could not finish a unit, they should leave it on the line and simply place a red tag on the unit. When the unit progressed down the production line, no one would work on it, and just prior to the test station all red-tagged units would be removed and sent to the rework station for completion. Unfortunately, this did not work at all. The first rework station quickly became overloaded and when the second station became overloaded also, the company decided a change was necessary. To make product, they again slowed down the line while they worked on a solution.

After some thought and interaction with the union, it was decided to give the operators a little control over the line. At each work station, they placed a delay button so the operator could delay the advance of the conveyor and hold it for another five seconds. If the operator was afraid, he/she would not finish the unit in the allotted 14 seconds; the operator would hit the delay button and the conveyor would be held for five additional seconds. Greg said it had been the plan to institute line stoppages for quality issues, their attempt at jidoka, but since the line was not yet s, they had not implemented this feature. The company thought this might be a good transition into jidoka, as well as solve the current production problem.Immediately, the number of red-tagged units dropped to practically zero and the line produced with only a minor quality issue. There data showed there was 1.2 percent rejected product at functional test and electrical test combined. This could all be reworked. In addition, there was another 2.9 percent rejected from final inspection, mostly cosmetic defects associated with handling. This, too, could be reworked. Unfortunately, the line rate, since installing the operator-controlled line delays, had not achieved rate. They struggled merely to reach 70 percent. Greg mentioned he was impressed by our training and asked us to review the line operation and see if a redesign was in order. We had previously spoken with him about some of the problems inherent in a long flow line especially one with very short cycle times. He asked for our recommendations and requested we look at converting the flow line to cellular manufacturing with the caveat that there was very little capital available for new equipment. His guidance was to maximize the production rate. Although customer demand was 1,000,000 units per year, demand changes were common, and if the production could be increased and costs reduced, the company would consider drop- ping the price in an effort to increase market share.

CONCLUSION

In conclusion, constraint management is vital for organizations seeking to improve operational efficiency and enhance overall performance. By effectively identifying and managing constraints, organizations can streamline processes, optimize resource utilization, and increase system throughput. Embracing constraint management principles and strategies enables organizations to achieve operational excellence and gain a competitive edge in the market. Synchronizing processes is also a key aspect of constraint management. By aligning processes to the constraints, organizations can prevent overproduction, minimize disruptions, and optimize the flow of work. Synchronization ensures that processes are coordinated and harmonized, leading to enhanced efficiency and throughput.

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CUSTOMER-CENTRIC SUPPLY: SYNCHRONIZING FOR SUCCESS

Ms. Leena George*

*Assistant Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-leenageorge@presidencyuniversity.in

ABSTRACT:

Synchronizing supply to the customer is a critical aspect of supply chain management that aims to align the flow of goods and services with customer demand. This chapter explores the significance of synchronizing supply to the customer, examining how it helps improve customer satisfaction, reduce costs, and enhance supply chain efficiency. It highlights the key principles and strategies involved in effective supply synchronization, such as demand forecasting, inventory management, and responsive production. The chapter emphasizes the importance of synchronizing supply to customer demand in enhancing customer satisfaction. By understanding customer needs and aligning the supply of goods and services accordingly, organizations can meet customer expectations and deliver products in a timely manner. Synchronized supply ensures that customers receive the right products, at the right time, and in the right quantities.

KEYWORDS: *Customer Demand, Demand Forecasting, Inventory Management, Just-In-Time (Jit), Lead Time Reduction, Order Fulfillment.*

INTRODUCTION

Customer demand was produced by running 24 hours per day, five days per week, less 11 holidays. They had 250 scheduled days per year to produce the 1,000,000 units, hence daily production should be 4000 salable units. Each of the three operating shifts had 50 minutes for lunch, along with their breaks, so the available time was 21.5 hours per day with a design rate of 186 units needed per hour. Hence, takt should be about19.4 seconds, and with an OEE of 0.85 the necessary cycle time should be around 16.5 seconds. Their design of 16 seconds should have worked nicely. But it didn't. In fact, it wasn't even close. But why wasn't it?is needed.With the time study and balancing study completed and evaluated, we needed to come up with a reasonable cell design. As you recall, little capital was available to spend on this project, so we were not able to change the end of the line, which had some expensive machinery. Stations 17 through 21 consisted of two tests and three packaging stations, which culminated in pallets of 12 units being shrink-wrapped and ready to load on a semi. These five stations all produced at cycle times below takt and had a total of56 seconds of work. Consequently, we decided we would design multiple cells using the work from the first 16 stations, and these cells would then feed into our final cell, which would be testing and packaging.

Now, what would those multiple cells that feed test and packaging look like?We knew we wanted to increase the cycle time. The short cycle times were a root cause for much of the waiting time, and the increase in cycle time was causing the low production. We have found that, for repetitive small work of this nature, cycle times of 30 to 90 seconds seem to work best. So, we did some rough calculations.Each cell will now have 172 seconds of work, if we use four work stations and can balance perfectly, each station will have 172/4 43 seconds of work plus 2 seconds for transportation. With three cells, operating in parallel, that means we would produce 3 units per 45 seconds, or a theoretical cycle time for overall production of 15 seconds compared to our design cycle time of 16.5 seconds. On the surface that looks good, but we know we would not be able to balance the work stations perfectly and since we were not really worried about overproduction, we decided upon four cells. At this point, Greg chimed in and mentioned they had already approved some design improvements in final packaging and test, which would reduce the required work on the fifth cell[1], [2].So our final design was four cells of four stations, each working in parallel, and feeding a fifth cell. We decided to lay out all four new cells in the U design layout and leave cell 5 in a straight flow line with five work stations.We now need to calculate the approximate cycle time. We have 43 seconds of work for the cell, and if we allow two seconds to pass the unit to the next station in the cell, we would have a cycle time of 45 seconds. If we use four cells in parallel, we could produce four units in 45 seconds, or about an 11-second cycle time. We are well below takt, were producing more with the same staff and so we knew we were on the right track.

DISCUSSION

First, when the restraint of no available capital was placed on us that set the lower limit of the cycle time at about 12 seconds. This is the current cycle time for the two expensive testers at the end of the line, hence it made them the de facto bottleneck and the limit on our rate. Now, in all designs of this nature single station in series the theoretical number of work stations will be the work time divided by the cycle time, or in this case 172/12. If we add a little for OEE losses, it is easy to see we need 15 or 16 stations. Next, at this point it becomes a matter of style if we want three five-station cells, four four-station cells or five three-station cells. This calculation can be refined in additional ways, but we did not feel our data were accurate enough to draw these concludesons. Somewhat arbitrarily, we selected four, four-station cells, which allows production modulation in 25 percent increments yet are easier for material supply than five cells ofthree each. Quite frankly, any of the three would have worked well in the beginning.

With this design in hand, and plans to implement these changes, Greg placed yet another restriction on us. We would need to prove this design before he was willing to convert the entire line. Although we were very confident, his stipulation was reason- able, so we agreed to construct one cell and direct its product to station 17, while the original line continued to produce normally. We would operate this cell for one or two shifts per day, measure the performance of the cell and then proceed from there. Meanwhile, we implemented the changes on the final test. They were simple and successful and reduced three seconds of work.So far we have designed a cell, operating at a lower cycle time, and balanced so it will flow nicely with one-piece flow. Our practical limit was the inability to add capital. Practically, this meant we wanted to increase the flow rate up to the ability of stations 17 – 21, which was about a 12-second cycle time[3], [4].

The Test Run

Over the weekend, during the construction of the first cell, we had problems. We planned to convert the automatic conveyor to a track so the platforms could bemanually advanced. The conveyor track would not fit in the U cell as designed. We either needed to enlarge the size of the cell or change its shape. We immediately converted this cell to an L-shaped cell and Sunday night tested it. It worked just fine.Monday morning came and we trained the operators assigned to our new cell, arranged for a new materials handler and by morning break we had the cell in pro-

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duction, although nowhere near the design cycle time. Materials delivery was a problem, but that was quickly ironed out. By the end of the shift, the bugs had been worked out and the cell was producing, with no quality losses, at a 55-second cycle time. Although we had hoped for 45 seconds, we were still pleased. The workers were pleased as well. They responded extremely well to the longer cycle times. They sim- ply said that they felt more comfor and it wasn't as stressful. The looks on their faces were unmistakablethey were grateful. We made some minor changes and pre- pared for the next day.

Any lessons can be learned from the story of the Alpha Line, but the best one, by far, is how management stepped up to the challenge, recognized their responsibilities, and provided the leadership to guide the company throughthe needed cultural changes. In so doing, they managed the Three Fundamental Issues of Cultural Change extremely well. The Alpha Line was the first of many production lines at this Mexican maquiladora, Bueno Electronics. It was the first plant in Mexico for this European-based manufacturer, who moved to Mexico to take advantage of low-cost labor and the proximity to the U.S. auto industry. Since this was their initial interaction with the U.S. auto industry, and didn't know how to deal with their customer, nor had the required skills to meet their customer's demands, they retained us to assist them.At Bueno Electronics they started up the Alpha Line, and after their initial customer audit, in which they achieved a failing score of 41, we were contacted to assist them.

Their primary weakness was in statistical techniques, where they scored 0 out of a possible 10 in four different areas of statistical applications. Of particular concern to them was the need to implement statistical process control for all critical product and process characteristics skill they were completely lacking. Here is where the story of leadership and management commitment unfolds.For several years, as Bueno Electronics grew, we helped them implement a number of lean systems, including pull production systems, cellular manufacturing, and an OEE initiative, to name but a few. In addition, they made great strides in improving both their flexibility and responsiveness through lead-time reductions. However, the best part of the Bueno Electronics story occurred when we were initially asked to assist them on the Alpha Line. Of particular importance was how their management responded when they first started up this production line. That set the stage for all the success that followed, including their journey to becoming a lean facility. This is that story[2], [5].

Initial Efforts to Implement Cultural Change

We were retained by the plant manager and reported directly to him. Our first assignment was to teach the required skills of statistical process controls, measurement system analysis, correlation and regression, and designs of experiments.Of particular significance was the way in which the training was done. This sent a clear message to the facility and set the stage for later successes.The training started with top management in the various departments, including Production, Engineering, Purchasing, Maintenance, and Human Resources all of which attended every class. The initial training was an SPC class: 36 hours of training that covered SPC and focused on the topics of attribute and variables control chartingtechniques. In addition to the classroom work, they needed to complete a project. At the initial class, the plant manager addressed his students and explained that: … management has a distinct role in the success of this and there are no shortcuts. They must be directly involvedMore importantly, the plant manager attended the entire training, and like all the others managers and nonmanagers alike he completed the project and passed the final exam. The plant manager set an unmistakable example. Following this management group, other supervisors, engineers, and technicians were trained in SPC. Following the SPC training, other techniques such as MSA, C&R, and DOE were taught. In each case, the management team was the first group trained. In addition, classes were given in Kepner-Tregoe problem solving, and later we were retained to assist in the implementation and support so often needed in

It was not surprising that the entire effort had great traction and very rapidly the process improve-mints became obvious.Around this time, the plant manager approached me with a specific concern. He was given appropriations request to construct the second rework facility. It disturbed him. He had been assured that all work stations were at 98 percent effectiveness or higher, except for one that was struggling at 88 percent. Rework for this product was permitted, but he knew something was amiss. We did a quick analysis of the line and found that its first time yield was less than 50 percent. This means that less than 50 percent of the total product went through the production process the first time, with no rework. Over 50 percent of the product needed to be reworked at least once, with some units getting reworked more than once. When this was explained to the plant manager, he was amazed but immediately approved the rework station. Being the good manager he was, he called together the managers of engineering and production, and with us also in attendance, issued the following instructions:

Start using the metric of FTY as the plant's measure of internal quality. He wanted it to be calculated and posted by next Monday.Develop and execute a training course in FTY, that not only taught engineers and managerial personnel the concept of the Poisson distribution, but also its detailed calculations. Until this was done, the production manager would calculate and post the FTY daily.Create a specific plan to improve the FTY.As part of the plan to improve the FTY, one of the action items would need to be the dismantling of the second rework station.The metric of FTY became the facility's measure of internal process quality, and the key tool to improving the FTY became the use of SPC.The plant manager had excellent leadership in two key areas. First, he had required that the entire management team know SPC, and then he had created the key metric for the plant in FTY. Next, he set about supplying all the needed training. Opera- tors were taught how to take data, make Xbar-R chart calculations, and plot the data. They were also taught how to read the charts for special causes and then the operators would solicit assistance for out-of-control conditions from their supervisor. Supervisors and engineers were taught the necessary problem-solving skills, plus how and when to recalculate limits and general chart management. In addition, one engineer and one full-time assistant were dedicated to this effort as the number of charts skyrocketed with the success of the effort.

1. The leadership by the plant manager went well beyond the training. He made sure that:
2. The metric of FTY was clearly posted at the front of all production lines.
3. FTY was discussed at each morning meeting.
4. FTY was a key topic in the weekly production planning meeting.

Once a month, chaired by the plant manager, there was a meeting to address FTY and FTY alone. This meeting was attended by all plant management, and the minutes were distributed to everyone in a supervisory position.There was no question that FTY was important, and there was no question that the plant manager was leading this effort. This effort could be heard, seen, and felt in all.

There is another fabulous subplot in the story of the Alpha Line. It is the story of SPC and how to implement it.In our SPC trainings, we tell our students that one of the purposes of SPC is to cease doing SPC. This sounds odd, but recall that SPC is not a value-added process. It is a waste. Maybe a necessary waste, but a waste nonetheless. So just how do we get out of the business of SPC once it is started? That was the beauty of this effort. The Alpha Line did it right and this is how it was done.

The primary purpose of SPC is to gain intimate process knowledge about a process. Then, using this knowledge, it is possible to stabilize and improve the process. Once the process is improved to a certain level and process parameters have been standardized, the SPC should show that the process is s and capable. Once this is accomplished, there may be no need for the SPC. Let's discuss just one specific example on the Alpha Line.In this process line, there was a solder touch-up station actually, the plant had several, including the rework stations. Here, an operator would make minor repairs using a solder iron. This station had a high fallout rate. To better understand the process, a DOE was performed and it was found that the solder quality and solder iron temperature were the two key process characteristics. The proper solder was purchased and the solder iron temperature was monitored and placed on SPC. An Xbar-R chart was used. Sub-groups of three were gathered every hour and plotted. The chart quickly showed the appear- ance of a special cause after about 20 hours of operation. A quick analysis determined that flux and residue had been built up on the iron and additional mechanical cleaning was instituted. It was made part of the standard operating procedure and at the start of each shift the opera- tors all cleaned their solder irons. Also, at this time the sampling frequency was changed from hourly to every two hours.

Some minor problems were encountered, but FTY increased by about 4 percent at this station. Over the next two months, sampling was changed to every four hours and yield climbed another 2 percent, though we are not exactly sure whyI have always suspected it was due to the Hawthorne Effect.But then we noticed a common occurrence on many of the SPC charts. Somewhere between 45 and 90 days of operation, the process would go out of con- trol. Upon investigation, we found that the solder irons just wore out. It seemed the tips would change metallurgically and not be able to hold the temperature. So, we implemented a program to change out the tips. This was done to all solder irons during the monthly plant preventive maintenance. The tips were only a few dollars apiece and even though we changed them out prematurely, we did not want to scrap even one electronic control unit sinceeach was worth about $65. Shortly after this process change, the solder iron SPC changedsampling to once per day and we used only one data point, transferring the information to an XmR chart for individuals. This continued for several months, and the process showed remarkable stability, with Cpks exceeding 3.0. At this point, we discontinued the SPC entirely and the process continued free of defects at the solder iron stations.

Well, we used the information from SPC to make the process more robust. First, we implemented a simple form of maintenance: tip cleaning. Since the process was s, we reduced the sampling frequency to reduce the cost of the SPC. Then, through careful monitoring of the SPC, we gained additional information about the process. We used this information to make process changes in this case, a monthly PM, which increased the robustness of the process. All the while, we were reducing the cost of sampling and analysis until we were able to do away with the SPC entirely.So you see, here we were successful. By implementing SPC, we were able to cease doing SPC and in the interim we made the process robust. Neat, huh?Just How Committed Was Management of the Alpha Line?

Quite frankly, on all Five Tests, they scored extremely well, which is a sign of why they were able to make such huge gains over a long and sustained period. Results like this do not come about without a committed management team.Absolutely, they were staring at an audit score of 41 and the thought of losing business if they did not improve. This was communicated to and understood by everyone in the plant. In addition, to management this was a grass-roots effort at getting a foothold in the American automobile business as well as moving into the low-cost Mexican labor market. No one wanted this to fail. Everyone worked long and hard to make it succeed. Overtime and weekend work was commonplace[6], [7].To further motivate the employees, plant metrics were posted and discussed often. This was not done to create a punitive or intimidating attitude, but to clearly and sim- ply communicate to the employees in hopes of succeeding. Since the necessary workwas done, the effort was a success. This early success fueled even greater motivation. The management team had created an environment of success an environment that clearly said, we will do what is necessary to succeed and we expect the best from you. Everyone responded accordingly, as people normally do.

At first, the necessary problem solvers were not in place. It was key that they recognized this and responded openly and honestly to it. In my experience, this honest evaluation and admission is not common. Most try to, instead, just make do, and usually fail. However, the plant manager showed the commitment to not only start at the management level with the training, but as the effort progressed, frequent assessments were made and the necessary training and staffing was supplied. This included the addition of both engineering and support staff, along with the addition of a consulting firm ours to provide ongoing support. Within three months, all the necessary problem solvers with the necessary skills were in place.So, did they have the necessary leadership? The answer is a resounding, Yes! The company’s leadership was evident in:

1. The direct involvement and commitment of management.
2. Their open and honest evaluation.
3. Their acquisition of the necessary resources, especially of people.
4. Their implementation of a plan to train.
5. Their plan to improve.
6. Their creation of a metric: FTY.
7. Their creation of a whole series of problems by establishing goals for FTY.
8. How clearly management communicated all of this to the entire workforce. Everyone knew the objectives and the direction of the quality initiative.

The fact that every time there was a problem, management acteddoing so thoughtfully, quickly, and decisively [8], [9].Leadership was especially evident in the actions of the plant manager who spent time on all that was required to make this effort a success. At every step, he was not only involved, he was committed. He set an excellent example. Actions by the plant manager were swift and effective. Thus, no one at the plant ever doubted the plant’s direction and its goals.

CONCLUSION

In conclusion, synchronizing supply to the customer is vital for achieving customer satisfaction, cost reduction, and supply chain efficiency. By effectively aligning supply with customer demand through demand forecasting, inventory management, and responsive production, organizations can meet customer expectations, optimize resources, and gain a competitive advantage in the marketplace. Demand forecasting plays a crucial role in supply synchronization. Accurate demand forecasts, supported by data analysis and market insights, enable organizations to anticipate customer demand fluctuations and plan production and procurement activities accordingly.

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STORY OF THE BRAVO LINE: MEMORABLE CHARACTERS

Dr. Kadambat Kumar*

*Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-krishnakumark@presidencyuniversity.in

ABSTRACT:

The Bravo Line is an iconic narrative that captivates audiences with its compelling story and memorable characters. This chapter explores the significance of the Bravo Line as a storytelling masterpiece, examining how it engages emotions, evokes empathy, and resonates with universal themes. It highlights the key elements that make the Bravo Line a compelling narrative and discusses its enduring impact on readers and viewers. The chapter emphasizes the power of storytelling in the Bravo Line. Through its intricate plot, well-developed characters, and emotional depth, the Bravo Line immerses audiences in a world of drama, conflict, and human experiences. It explores themes of love, sacrifice, redemption, and the resilience of the human spirit, resonating with readers and viewers on a profound level.

KEYWORDS: *Activity Analysis, Cycle Time, Job Rotation, Line Balancing, Productivity, Standardization.*

INTRODUCTION

A Tale of Reduced Lead Times and Lots of Early Gains. If process improvement and the elimination of waste is your objective the Bravo Line improvements, show in dramatic fashion how important lead-time reductions are. They also show just how important jidoka is to these process improvements. Lead-time reductions serve many worthwhile functions, the most important being:Quick feedback for problem solving. Quick turnover of product, requiring less inventory with its attendant losses of excessive space, excessive equipment to manage it, and excessive manpower to handle itto name just a fewImproved cash flow, Generating future business. Finally, we explain how the seven techniques to reduce lead time and improve flow were applied at the Bravo Line and how these changes resulted in a reduction of first- piece lead time by 97 percent, a reduction of lot lead time by 81 percent, and a greater than 60 percent reduction in manpower consumption.My company was called into use Lean technology to improve the performance of the Bravo Line. The problem was stated as: The line cannot meet the demand of 10,000 units per week. It is well laid out, has a cycle time that should easily meet demand in a five-day work week, but we consistently need to work overtime. In fact, we are working Saturday and Sunday even though the production plan says we should not have to. It has gotten so bad that we have even had to put the utility line into service on occasion, effectively working an eighth day, just to meet regular demand. Quality is extremely good, a process with Six Sigma yield, but we just cannot meet demand[1], [2].

We inquired about the OEE for this line, and they did not know, but we were able to discover the following information.

1. The production process consisted of two cells, operating in series.
2. Nearly all steps were simple manual assembly, with no major equipment until final test.
3. They believed that line availability was well over 95 percent, close to 100 percent.
4. Operators were highly cross trained.
5. They had not had a stock out in over a month.
6. They had recently conducted line time studies, and had both line balancing charts and standard combination work s posted at the line for the product.
7. The entire plant had begun a lean initiative with some withdrawal kanbans and had begun utilizing U-shaped manufacturing cells.
8. On this line, which produced 11 different models, they had also made an effort to go to small lot production.
9. Within each cell they had a pull system in place, using kanban spaces, and the operators would not forward the small lots unless the kanban spaces were empty.
10. All models were very similar, with over 90 percent of the component parts being the same in all 11 models.
11. They described a small lot as 50 units, which was a tray.
12. Four trays were stacked in a small box and five small boxes were packed in a larger box, for a total of 1000 units per box, and a typical shipping lot was 2000 units, or two large boxes on one pallet.
13. The customer demand was 10,000 units per week of a model mix, but since changeover time was minimal, product mix was not an issue. Their problems were threefold:
14. They could not produce to schedule and frequently missed shipments.
15. It took nearly twice the time.
16. It took nearly 70 percent extra labor to make a batch.

DISCUSSION

Implementing the Prescription

We did some preliminary calculations and could easily understand some of the problems with production times and missed shipments. We could not yet explain the magnitude of the extra labor required, however. Nor could we explain the need to work eight days to produce five days of product.Our approach was simple: We used the prescription outlined in and we decided to:

1. Synchronize supply to the customer, externally.
2. Synchronize production, internally.
3. Create flow, including.
4. Establishing jidoka.
5. Working to destroy batches.

6. Establish a pull demand system.
7. Synchronizing Supply to the Customer, externally.

The Takt Calculation

Demand was 10,000 units per week and the normal workweek was five days. Available time was 24 hours per day, less a 30-minute lunch and two ten-minute breaks during each of the three shifts, so we needed to produce 2000 units in 21.5 hours or generate a 39-second takt.We checked the standard work combination and it listed the cycle time as 28 seconds, but the line balancing studies appeared to be balanced to 25 seconds, so we were baffled. First, why have two different cycle times? And second, if the cycle time design is way less than takt, where are their problems? None of these questions could be answered by the production supervisor or the process engineer or anyone, for that matter.

Synchronizing Production, Internally

The Basic Time and Balancing Studies

Even though they had done time studies, we redid them and found the following:It is obvious they had made an effort to balance the cycle times to 25 seconds. We could not find a basis for the 25 seconds, which was also the basis used in their planning program. Ever since the original balancing was done six months earlier, problems had occurred at both cells: at Station 1 in Cell 1, and Station 3 in Cell 2. As a result of these problems, the work procedures had been modified but the balance chart and planningWe completed the three-part evaluation waiting time, station-to-station balance check, and bottleneck analysis of the balancing chart, but it was not at all revealing as to why the system could not meet demand. Takt was 39 seconds, above the line bottle- neck of 35 seconds. Yet they say it takes twice as long to produce an order, which means, they have an effective 78-second cycle time. It is clear that the design cycle time was not an issue.

This evaluation was not particularly revealing, but it did show that the line balance was simply terrible. Cycle times varied from 35 to 13 seconds this needed to be corrected, but as I said, it does not explain our problems. At some level, that explains why they had extra staffing. But why did the jobs routinely take the extra lead time?To unravel this question, we needed to do a line balance chart with our data. First, we needed to find a reasonable cycle time. Normally, this is the takt time multiplied by the OEE. In this case, we chose to take management at their word. Recall, they said, that quality losses are less than 3.4 PPM, and availability losses are practically zero. In that case, all the OEE losses were due to cycle-time variations, and so the OEE calculation basically lost its worth. We now knew where to direct our attention. Consequently, we calculated the rest of the redesign based on an OEE of 1.00, so takt time effectively became cycle time[3], [4].

Establishing Jidoka

We made one other agreement with management, which we knew would be critical. The agreement was that if we had a quality problem, we would stop the line and not start it up until the problem was fixed. We knew it would be crucial to have this type of jidoka concept in place. At first, they baulked at this proposal. We did not even try to explain logically how important this was, but when we reminded them that they had characterized the line as having few quality problems, they reluctantly agreed.

Establishing Pull Demand Systems

Our kanban system provided a good pull system within each cell, but we had no pull signal from the storehouse. We had enough information to design a good heijunka board with a make-to-stock system. We inquired about implementing a heijunka board with a production kanban system but they were opposed to taking the time to do it. They said Maybe later, which usually means, No. It was clear what they wanted: to increase the production rate and reduce the labor it took to produce a unit[5], [6]. We obliged.

The Production Run, with Problems Galore

With these preliminary steps in place, we set up for the first production run. It took less than one hour for us to see one of the major issues. Station 6 of Cell 1 was now only used for final visual inspection and packing. The very first unit it received had an incorrect O-ring installed. Following our jidoka guidelines, we shut down the line, gathered the cell workers, and began to investigate. It was simple: The changeover had missed that this model needed both a different shaft and a different O-ring. The shafts had been changed but the O-rings had not. Fortunately, due to the kanban system, we had less than 25 units to rework. We reworked the work-in-progress, modified the error in the changeover procedure, acquired the correct O-rings, and started again. On this run, we had to stop four more times for quality problems in the first four hours of production alone. It was clear at this point that process stability was nonexistent. They needed a good dose of Lean foundational issuesthat is, quality control.

Back to the test run and the finding of defective products. In each case, with small lot production, the problem was easily corrected and we only had a few units to rework. If we had maintained the lots of 50 as before, when the incorrect O-ring was found we would have had 50 units per work station to rework. That would have been over 400 units on the old nine-station arrangement for each of the five quality problems we encountered. Combined, that would have been 2000 units reworked with the old cell design in the first four hours alonerecall that daily production was only 2000 units! It was becoming obvious to everyone how important the small lot and jidoka concepts were. And it was equally clear that we had found at least one major source of the extra time it took to make an order. The rework, in the old arrangement, could easily have taken as much time and labor as the design workload.Suspicious that quality might be a larger problem than previously portrayed, we did a little questioning and found that almost every run had one or two, or sometimes more start-up burps, as they called them, and rework like this was common. In fact, that was one of the reasons they had everyone so cross-trained: so, they could do the rework. There were several, huge, absolutely unmistakable messages in what we had just uncovered.

Their concerns about quality were focused on the product only. They had a very low interest in, and understanding of, process capability and process stability.Management never once mentioned that rework was a concern. They literally had to be blind not to see it. It was a culturally accep norm to overlook rework. Once we started the process, and observed its operation, the defects stood out. Our jidoka concept made it procedurally unaccep to proceed without fixing the problems[7], [8].Their view of downtime was odd, to say the least. They did not consider the line to be out of service while all this rework was going on, even though they were able to produce precisely nothing. That was just how we do things around here, they said.And the list could go on. At this point, we began to see that the required rework both extended the time to produce a batch and also consumed much more labor than was designed.

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Application of The Seven Techniques to Improve Flow

We can employ seven basic techniques to reduce lead time and improve flow. The following describes how they were applied to the Bravo Line.Reduce processing time Here the major gain was achieved through the reduction of defects and especially the reduction of rework, which had become a part of the normal process. All the rework was simply non-value-added time. Regarding the necessary work, here we did nothing to intentionally reduce the processing time, although the time decreased as the operators became more engaged in the process.Reduce piece wait time This is the time a single piece is waiting to be processed. Here the wait time is reduced by balancing, so the flow is synchronized. In the original case, the cycle time was controlled by station one at 35 seconds, so it took 35 seconds per station, times nine stations in Cell 1, to go through the line, or 315 seconds, but only 207 seconds of work were performed. There were 108 seconds of wait time per piece caused by poor synchronization at Cell 1 alone. Again, in this case, the wait time was reduced, but it did not have a large effect on lead time; however, it certainly made the process flow better. Following the rebalancing of the work the gains achieved by reducing piece wait time were found in manpower reductions.

Reduce lot wait time This is the time that a piece, within a lot, is waiting to be processed. In this case, it is substantial and adds to the overall lead time, but more importantly it adds to the first-piece lead time. This time is often overlooked but is incredibly important. There will always be quality and production issues and these issues must be uncovered quickly so they can be solved. If the lot wait time is like the original case of the Bravo Line, it takes 3.9 hours for the first pieces to get to final inspection. If a problem is found at final inspection, we now have over 400 pieces to inspect and rework for each problem we find. If the lead time is shorter, the problems surface more quickly and we can react more quickly. In our first run, we stopped five times in the first batch to correct problems. This impact alone could have accounted for the huge excess in labor expenses to run this line in the base case. To reduce lot, wait times, shrink lot sizes as we did here. The goal of minimum lot sizes is one-piece flow.Reduce process delays This is the time an entire lot is waiting to be processed. Often it is called queue time. Here we were able to reduce it from an average of 49 hours to 6 hours. This is caused by lack of synchronization and also by transportation delays. Close coupling processes, or making them in the same cell, mitigates this problem. Kanban can help this, but kanban is only a way to make the best of a lousy situation. Better ways to reduce processing delays are to synchronize operations, close couple processes and production rate leveling for both rate and the model-mix.

Manage the process to absorb deviations, solve problems For the Bravo Line, we did not specifically highlight any applications of this technique. There are many sources of deviation that increase production lead times such as machinery breakdowns, stock outs, and stoppages for quality problems, to name just a few. All these deviations cause inventories to rise, and inventories are the nemesis in Lean manufacturing we want to go to zero inventory if we can. So, whenever we have variation in the system, do not add inventory instead, attack the variation.Reduce transportation delays One-piece flow, synchronization, and product leveling all place emphasis on transportation, which is also a waste. To reduce this waste, several strategies can be employed:Kanban is the first thing most people think of, but kanban has inventory, and kanban creates a second delay, the delay of information transfer, so it is a double waste in itself. Try to avoid kanban systems by instead using close coupled operations such as those in a cell and the use conveyors, as we did here.Reduce changeover times; employ SMED technology The Bravo Line had very short changeover times, so we made no applications of SMED technology

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here.

The Precursors to Lean

Not Handled Well

The story of the ABC Widgets Co. is an example of a company that wanted to look Lean more than they wanted to be Lean. Internal conflicts, along with too few onsite resources, created a large resistance to becoming Lean. In spite of these deficiencies, we assisted them in making large improvements. However, they are an example of How Not to Implement Lean, in that after four years into their Lean initiative, basic and large foundational problems still persisted.

Background to the ABC Widgets Story

We were called in by Miguel, the reliability manager. Our task was defined as problem- solving assistance, not Lean implementation. The situation was this: a mature production line, one of four within the plant, previously had 100 percent on-time delivery for two years, but was now having serious problems: On–time delivery had dropped to 74 percent and remained there for over five months, despite repeated efforts to improve the situation.Also, five months earlier, the daily production demand had increased from 30 units/ day to 36 units/day, and the customer, in keeping with their own Lean initiative, had begun daily pickups. Previously, customer demand was 150 units per week and would be picked up in a single weekly shipment.The reliability manager was sure one of the major contributors to the on-time problem was a welding machine with low availability, but he felt powerless to correct it. So, he sought our assistance.In addition, two months earlier, the plant received a visit from the home office, and a Lean expert had assisted them in problem-solving activities. After one week of analysis and meetings, the plant was given a list of 22 projects they were to work on, but after nearly 60 days they had not been able to improve the delivery situation.The problem was stated as: We have low on-time delivery. It is 74 percent and needs to be greater than 99 percent. Thus, we were asked to:

1. Survey the situation.
2. Make recommendations.
3. Sell the recommendations consistent with their Lean initiative.
4. Assist in the implementation.
5. Our constraints were many, but for the sake of brevity I will distill them to the critical few.
6. There was really no capital available to solve this problem.
7. We could not increase inventories.

Some More Relevant Information

Of course, a little more information is necessary to appreciate this particular situation. This plant was a Maquiladora and it had only a skeleton of technical personnel onsite, with little or no design responsibilities. Like many Maquiladoras, which are the Mexi- can half of the Twin Plant concept, taking advantage of low-cost Mexican labor, their task was to meet the production schedule at minimum costs. Purchasing was done centrally, while planning was local. Four years earlier, the ABC Widgets Co. had embarked on a Lean initiative, but most Lean-specific skills were centrally located at the home office. Both the metrics of performance and the actual performance results of the plant were much the same now as they were before the implementation of the Lean initiative. They had made great strides in one area: inventories. Both raw materials and finished goods inventories had been dramatically reduced. The entire plant took great pride in this because they were among the leanest plants in the corporation by this measure. Raw materials had been improved from 12 to 35 turns and finished goods for this line improved from 24 to nearly 70 turns. No information was available about WIP.

Another issue was influential in this problem. The reliability manager, Miguel, was the son-in-law of the general manager of their North American manufacturing division. Miguel had graduated three years earlier from an engineering university and was hired 18 months before I arrived to assist in the Lean initiative. Water cooler rumors of nepotism had arisen and several managers questioned his capabilities. Since his arrival, machinery reliability had improved, and availability associated with machinery reliability had risen over 7 percent. These gains were clearly seen in Overall Equipment Effectiveness on several production lines. To make things more problematic, Miguel had apparently created a serious rift with the production personnel when, earlier in the year, he had initiated autonomous maintenance as part of their TPM efforts. It did not go well, and that effort was aborted after just a few months due to the friction it caused. Obvious tension remained between the Reliability and Pro- duction departments[9], [10].

With this information in hand, we wanted to have another discussion with Miguel to gain more insight. First, the welding machine availability was number one on our list of items to correct. Unfortunately, the home office facilitator had characterized the problem as inadequate maintenance: specifically, the need to train a replacement for Jorge, the welding technician, who had retired four months earlier. The plant was not allowed to replace Jorge because they had been asked to reduce manpower. Miguel told us the problem had nothing to do with Jorge, it was a capacity problem with the welder. It would simply overheat at the new rate and the electrode and holder would fail, requiring a shutdown to replace the parts and several hours to complete the setup, which included alignment and testing. Work was under, quick changeover technology on the machine way to implement Single Minute Exchange of Dies startup, but a practical solution was months away; however, Miguel did not believe that starting up faster was the issue. We did some more investigating and found out he was right. The problem was poor reliability.

As for the sensor stock outs, this sensor was a high-cost component comprising 44 percent of the total raw material cost of the product. The home office had implemented strict inventory guidelines and aggressively reduced the inventory levels of all components, including the sensor. After the ramp-up, the supplier could meet demand, but only by working overtime. Since these issues were managed by the central purchasing group, Miguel thought it would be futile to attempt to increase inventory levels, although that would surely solve the problem of stock outs.We inquired about the line capacity and the recent increase from 30 to 36 units per day. The nameplate bottleneck on the line would limit the line to 40 units in a 24-hour work day. Line OEE would need to be at 90 percent, and these levels had not been previously achieved.

We asked for the background on the recent increase to 36 units per day. We were told the customer had demanded a 15 percent price reduction over two years and would then give the plant additional demand. According to Miguel, the line was very profit- able and management jumped at the chance with very little review, not even an update of the Process Failure Mode Effects Analysis. Management was very confident the line would perform. Prior to the ramp-up, the customer returns were less than 500 PPM, on-time delivery was practically 100 percent, and the line name plate capacity was adequate. It appeared to be a win-win situation, until they could not meet demand. That problem cropped up almost immediately. In addition, with all the weekend over- time and expediting, profits had eroded to practically zero and Miguel was convinced they were not on the correct path to return to profitability.

CONCLUSION

In conclusion, the Bravo Line is a testament to the power of storytelling to engage, evoke, and resonate. Its ability to captivate audiences, elicit emotions, and foster empathy reinforces the enduring impact of well-crafted narratives and their ability to touch the human spirit. The enduring impact of the Bravo Line transcends time and cultural boundaries. Its timeless appeal continues to captivate new generations and inspire discussions about its themes and messages. The Bravo Line serves as a testament to the power of storytelling in conveying universal truths and touching the hearts of people from diverse backgrounds.

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A BRIEF OVERVIEW OF HIGHER INVENTORY LEVEL

Mrs. Salma Syeda*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-syeda.s@presidencyuniversity.in

ABSTRACT:

Higher inventory levels have long been a subject of debate in the field of supply chain management. This chapter explores the significance of higher inventory levels, examining their potential benefits and drawbacks in various industries and contexts. It highlights the key factors to consider when determining appropriate inventory levels, such as customer demand, lead time, cost considerations, and risk management.The chapter emphasizes the potential benefits of higher inventory levels. Increased inventory can help meet customer demand more effectively, reducing the risk of stockouts and improving customer satisfaction. It provides a buffer against supply chain disruptions, such as supplier delays or unexpected demand fluctuations. Additionally, higher inventory levels can enable economies of scale in production and procurement, leading to cost savings and improved operational efficiency.

KEYWORDS: *Buffer Stock, Carrying Cost, Demand Variability, Economic Order Quantity (EOQ), Excess Inventory, Forecasting, Inventory Control.*

INTRODUCTION

With this context, we conducted research and learned the following. The welding machine had a history of multiple issues, but those issues were concealed by the line's overflow capacity and the inventory condition, particularly the weekly pickups. When they had extra capacity and even a little overtime in the past, they could have one or two bad days and still be able to make up volume. Additionally, they just recently attained the low inventory levels. This also assisted in covering up the issue of the welder's low dependability at greater inventory levels. We requested that the technician in charge of resolving this issue call the welder's manufacturer's representative. The welder's representative immediately acknowledged that the machine could likely produce 30 units per day, but that it would undoubtedly overheat at 36 units per day. In exchange for $1500, he would demand higher than 99 percent dependability at the required cycle periods, and he proposed a slight improvement to the cooling system. The equipment was purchased and set up. There had been a lot of improvement in these five weeks. The welder never made a mistake. Additionally: There was just one missing shipment.Over three units more were produced per day.From 10.7 to 7.6 units, the production variation decreased.Weekend work was considerably reduced.

The second issue, sensor stock outs, turned out to be rather trickier. The supplier was contacted and was making every effort, but he was overworked. He had already advised the buyer that his manufacturing plant was at capacity, but the buyer chose not to share this information. They had plans to boost capacity, but it would be another six months before they did. Increasing inventory levels to take into consideration the supplier's fluctuation looked to be the only workable short-term answer. Nobody wanted to learn that.Nevertheless, we created an XL model using our data that shown that, despite the requirement for a 25% increase in sensor inventory prices, finished products safety stock inventory could be decreased by 60%. It became out that finished products inventory may be decreased by $8.00 for every $1.00 added to the sensor inventory. In terms of overall money invested in inventory, this was the obvious winner.A new financial optimum was shown by the computer model. This, together with our earlier achievements, led to our being granted access to the North American manufacturing division's general manager. During the GM's monthly visit, we spoke with him and persuaded him that even though the cost of sensor inventory will rise, we could cut finished product inventory by a larger dollar amount, resulting in a net reduction in the amount of money held in inventory. We now had 12 units in safety and buffer stock for completed items, which was less than one day's worth of output. The supplier was able to utilize capacity from another facility once we received the go-ahead and deliver some more goods to build the inventory. Sensor stock outs ended after the new sensor inventory were in place[1], [2].

DISCUSSION

Necessary Leadership

There were various instances where the leadership was blatantly lacking. First of all, they had nothing like a strategy when they stepped up. Recall that they did nothing more than hold out hope that they might succeed. Next, they did not have a great strategy for what to do if they got into problems. They anticipated assistance from the home office, but it never arrived. Third, management opposed outside assistance when it became clear they couldn't resolve the issue on their own. Finally, after hearing the complete tale, you will see that there is a major leadership deficit at the corporate level. From a distance, lean cannot be handled. The problem solvers and lean leadership must be present. There isn't a replacement for this.

Their Purpose

So, did they possess the drive to make it succeed? At a certain level, the answer to this question was yes, since they were actively working to find a solution to the issue at hand, which was poor productivity. However, their drive was utterly missing on a more general scale. Actions are used to gauge motivation. And just what did they do to lean the plant? superficial and obviously insufficient. They uncovered fundamental, foundational issues many years into the project that ought to have been identified and fixed at the first phase of activity. Yes, issues need to be identified and fixed. They were not found because they did not seek for them or pay attention to those who were aware of the issues. Just for practice, do a commitment evaluation of their management based on these statistics.

Their Solutions Providers

So, did they have the right people in place to tackle problems? Obviously not. They were unable to come up with a solution on their own for this very simple production issue. For instance, the help from the home office was ineffective, and in the end, they need outside aid to fix the problems.Consider a previous period of time.Just for a minute, recall the significant issues they encountered before the ramp-up. They were unaware that they had supply and process capability issues. They lacked insufficient access to machines and lines. Only the overflowing inventory and line capacity concealed these issues. The issues were there from the start! They just neglected to engage with them and see them.These are possibilities that a lean plant will take advantage of in order to save costs for things like space, labor, lead times, and inventory, to mention a few. This might have all been finished sooner, but it wasn't. Not even that was acknowledged.

The Actual Point

What was the article from ABC Widgets trying to say? The lessons are many, but one call we got around three months after working with ABC Widgets best sums them all. Miguel answered the phone. Since we had worked together, we had talked with him numerous times. He sometimes called for counsel or occasionally simply to speak. This phone conversation was particularly enlightening since he informed us that he was accepting a new job with an ABC Widgets rival. Their Lean implementation would be under his direction. He explained why he was leaving his previous employer:I was becoming really impatient with our attempts. I could clearly see the prospects, but neither our personnel nor our organization were set up to take advantage of them. I was reminded of the advice you gave me previously, which went something like, You cannot have a just in time materials system without a JIT support system, including JIT maintenance and JIT problem solving. I started to understand the challenges our centralized approach was causing, particularly the problem-solving ones. Only when you were at the factory did we have enough support for problem-solving and make significant progress. The moment you departed; the work ended. Additionally, it became clear that when we doubled the line capacity, we had entirely disregarded lean concepts.

Process analyses and FMEAs were absent. Only a cursory examination of economics and the expectation that everything would work out. At this time, I realized our efforts were more focused on seeming lean than really being lean. I brought up all of these concerns to our management, but they weren't interested in making any changes, so I made the decision to leave[3], [4].Politics and favoritism are two more noteworthy difficulties that are pervasive in many plants and always damaging. In dispassionate problem solving and Lean analyses, they have no place. Lean choices must be supported by data and based on facts. Here, there were some issues brought on by the connection between the reliability manager, Miguel, and the general manager, Juan Pablo, his father-in-law. We thought Miguel was intelligent and fair. He made wise selections based on facts. Unfortunately for him, a lot of people were prejudiced against him since they believed he obtained his present position due to

He was the son-in-law, not because he was a skilled engineer or manager. This prejudice had a significant role in the failure of the deployment of autonomous maintenance. We discovered that many of these conclusions were not supported by facts. The whole plant was lacking in problem solvers, and the current staff lacked both the necessary skills and experience. However, there was no lack of issues. This easy experiment may be carried out alone or with a small group of people. A basic form and some dice are all that are required. Pull production is used in the experiment, which simulates a factory to better understand how variation and dependent events affect industrial output.Few people have a thorough understanding of this phenomena.In other words, unless we have inventory between the dependent phases, the process will not generate at the average rate of the processing steps when we have variance, as we have in any process, paired with dependent events, as we do in a multistep process. Additionally, to sustain production, the inventory levels must rise as the variety increases. Additionally, the inventory grows exponentially as the number of successive stages rises. Because of these factors, most companies are unable to operate at the nameplate average rate of their machinery unless inventory levels are exceptionally high or variance is drastically controlled.

It provides excellent insight into why, when projects or production schedules are scheduled, overtime is required midway through the project, additional extra is required at the end, and yet we often still have to pay to speed up the shipping.This experiment clarifies this phenomenon in addition to others.In a manufacturing, variations and related occurrences occur often. Take a basic cell as an example. Let's imagine that we have a six-station cell with takt at 60 seconds of work per station. True one-piece flow also means that each workstation has a single component and that there is no inventory between stations. When station 1 completes a piece, so do stations 2 through 6, and in tandem, all six pieces of work in progress are simultaneously dragged to the next work station every 60 seconds the optimal condition of process flow is achieved when all six pieces are concurrently moved to the next work station[5], [6].

But let's assume for the time being that station 4's cycle time, although it averages 60 seconds, might vary from 50 to 70 seconds. When station 4 performs at 50 seconds, it completes its procedure and must wait 10 seconds for station 5 to draw its product. Station 4 loses ten seconds of waiting time, but this is not a production rate issue the cell will still produce to takt. Just that the station 4 operator would idle for a time. On the other side, station 5 is forced to wait 10 seconds for work when station 4's subassembly is delayed by its 70-second production time. This delay travels in waves across each of the cell's workstations, and the piece is generated in cycles of 70 seconds.So, to recap, if station 4 operates faster than takt, station 4 must wait for station 5 to pull the production; however, if station 4 just so happens to operate slower than takt, station 4 would slow down the entire cell on that cycle and there is no recovery, resulting in a loss of production rate.Therefore, even though the station may have an average cycle duration of 60 seconds, the output rate decreases if the cycle time is over average. The influence of variation and dependent events is the term used to describe this idea.

So what is the answer, you ask? That's it! Increase the inventory. Both before and after station 4, which is the one with the variance, we will need to add inventory. We need the inventory in front of station 4 so that there is raw material on hand to maintain it producing when it starts to generate quicker than takt, say at 50 seconds. In order to provide station 5 with raw materials while station 4 is running slower than takt, say for 70 seconds, we also require the inventory following station 4. Station 4 may then experience the variance and continue to produce on average at takt.It is a constant challenge that this influence of variation and dependent events is poorly understood. Either completely eliminate the variant or completely remove the reliance are two options. It is impossible to completely eliminate the variety. Remember that variation is defined as the inveigh differences in a system's outputs, and that because it is inveigh, absolute eradication is not possible. So let's completely eliminate the reliance. This implies a significant amount of inventory, which is precisely what a lean approach aims to do away with[7], [8].Guess what, then? Finding a happy medium is the answer, and the simplest way to achieve it is to first minimize variance so that inventory may subsequently be lowered appropriately.That's enough background information for now; do the experiment and see this phenomenon in action firsthand under carefully monitored settings.

Observational Tools

Based on our experiences, which span more than 35 years of implementation attempts, I have compiled a list of issues we have run across when aiding different businesses in their Lean initiative efforts. I've listed the major problems in four attachments:

1. The Five Lean Manufacturing Commitment Tests for Management.

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2. The Ten Main Causes of Lean Initiative Failure.

3. The Five Steps to a Lean Initiative's Implementation.

4. Process Development

I'm hoping that facilities interested in implementing a Lean effort would study, take in, and follow the advice provided in these materials. I'm hoping that our experiences may benefit others in this regard.The Five Lean Manufacturing Commitment Tests for Management.

1. Are you actively researching and striving to make your facility leaner, which will make it more adaptable, responsive, and competitive?

2. Are you ready to consider feedback about your facility, comprehend areas that aren't Lean, and make changes as a result?

3. Do you evaluate your responsiveness and competitiveness on a global scale honestly and accurately?

4. Are you fully committed to implementing Lean in your:

1. Time.
2. Presence.
3. Management involvement.
4. Support.
5. Are you prepared to pose, address, and take appropriate action in response to the inquiry, how can I make this facility more adaptable, responsive, and competitive?

You've passed the commitment tests if you answered Yes to each of the five questions. Any No response indicates that there is room for managerial development.The Ten Main Causes of Lean Initiative Failure

1. The institution doesn't truly comprehend what a Lean project is, and they don't comprehend quantity control notions in general.
2. A logical, experience-based, sequential strategy for implementation has not been created by management.
3. The firm lacks facility-wide objectives that effectively encourage lean.
4. The five questions in the Commitment Test cannot be passed by management because they are not really devoted to making it succeed.
5. unreliable providers of raw supplies.
6. inadequate knowledge of process management, particularly in relation to equipment availability, process capabilities, process constraints, and process stability.
7. They don't account for the work involved.
8. Variation and its consequences are not well understood.
9. Production planning modelstypically MRP or a variant therefore poorly managed.
10. The five Lean predecessors are not adequately addressed!

The Five Steps to a Lean Initiative's Implementation

Implementing a Lean program requires the completion of five essential steps. These pre-requisites are fundamental problems that must exist for a Lean endeavor to be effective. The Lean initiative may still go forward if these pre-cursors are not present at the time of its launch, but they must be acknowledged and included in the right order in the strategy for the Lean initiative.

a. High levels of consistency and quality in the operations and the product.

b. Excellent availability of machines.

c. Gifted problem solvers who have a strong grasp of variance.

d. Mature idea of constant progress.

e. powerful, tested methods for standardization

Process Development

I often get queries from manufacturing companies asking me to help them with a Lean initiative. Typically, they have read up on lean manufacturing and are looking for advice on how to make their processes lean. Unfortunately, the most frequent problem I see is that they lack the essential working components to launch a Lean program. More significantly, they are unaware of this and believe that a Lean effort can be adopted regardless of the process's present condition, at which point tools like kanban can be easily used. They often believe that all it takes is a little training to get them started down the path to a lean company. There is nothing falser than that. A few predecessors must be attended to first. They must, among other things, have a sufficient supply of materials and reliable machine availability. The most crucial need is that they already have high-quality production procedures in place, processes that show both process stability and sufficient competence. This component is crucial to the success of many Lean approaches.

This paper is created for those organizations who want to launch a Lean project. This format implies a certain order. In fact, I've seen that businesses that stray significantly from this fundamental structure invest much more time and money into achieving their lean goals. I refer to the processes that produce to this Lean level as mature.Process goodness or product goodness often refers to how well the product satisfies the demands of the client. Process maturity is distinct from process goodness. For a few important product and process attributes, goodness is often assessed using the process capacity indices of Cp and Cpk. The client is happy, the process is deemed good enough, and the provider is given more freedom to go forward if these two indices fulfill minimal requirements, for instance, if they are more than 1.33. The supplier is then compelled to do further processing, often in the form of additional confinement or inspection combined with a particular action plan to reach the acceptable levels of Cp and Cpk, if the indices, however, fall short of the norm.

Process maturity goes beyond the standard of good enough to ensure that a product is produced with the least amount of waste possible in addition to being of high quality. Other characteristics of these processes include, among others, low inventories and quick manufacturing lead times. These procedures are now often referred to as Lean processes, and in this text, a Lean product is produced by a mature procedure[9], [10].This approach covers degrees of process maturity for a typical manufacturing process but excludes other subjects since they fall beyond its purview. Ergonomics, environmental concerns, and safety are just a few examples of other components of the process that may not be included here.A mature process contains five traits, which are as follows:

1. Documentation.
2. Flow, or a particular process route.
3. Superior comprehension and performance.
4. Understanding and managing your inventory.
5. Leanness by all 20 metrics; advanced degrees of ongoing process improvement with a focus on Lean objectives.

CONCLUSION

In conclusion, the choice to keep larger inventory levels should be based on a thorough analysis of the advantages and disadvantages as well as the unique needs of the market and industry. Organizations may find a balance that optimizes customer happiness, operational effectiveness, and financial success by taking consumer demand, lead times, cost implications, and risk management techniques into account. Organizations must constantly assess and modify inventory levels in response to changing market dynamics, demand trends, and supply chain performance. Organizations may maintain appropriate inventory levels and assure responsiveness to customer demands by regularly monitoring and analyzing inventory indicators in conjunction with proactive demand forecasting and supply chain optimization activities.

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EXPLORING LEAN MANUFACTURING TOOLS AND TECHNIQUES

Dr. Nishant Labhane*

*Assistant Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-nishantbhimrao@presidencyuniversity.in

ABSTRACT:

Lean manufacturing has gained widespread popularity as an approach to optimize production processes, reduce waste, and improve overall efficiency. This chapter explores the significance of lean manufacturing tools and techniques, examining their role in streamlining operations, enhancing quality, and driving continuous improvement. It highlights key tools and techniques, such as value stream mapping, 5S, Kaizen, Just-in-Time (JIT), and Kanban, and their application in various industries.The chapter emphasizes the transformative impact of lean manufacturing tools and techniques on operations. Value stream mapping enables organizations to identify and eliminate non-value-added activities, streamlining processes and improving flow. The 5S methodology focuses on workplace organization and cleanliness, creating an efficient and safe work environment. Kaizen promotes a culture of continuous improvement, encouraging employees to contribute ideas and make incremental changes that lead to significant gains in productivity and quality.

KEYWORDS: *Jidoka (Autonomation), Just-In-Time (Jit), Kanban, Kaizen,Lean Six Sigma, Line Balancing, Overall Equipment Effectiveness (Oee).*

INTRODUCTION

Tools like continuous improvement, just-in-time manufacturing, production smoothing, and others will lead businesses through corrective measures to remove waste after they have identified the primary causes of waste. A short explanation of these tools is provided in the sections that follow.One of the pillars of being lean is cellular manufacturing. The idea of cellular manufacturing broadens the variety of goods while producing the least amount of waste. A cell is made up of tools and workstations that are organized such that materials and components go through the process smoothly. Additionally, competent and trained operators who have been assigned to that cell are there.Creating cells for people and equipment offers several benefits for accomplishing lean objectives. The one-piece flow idea, which claims that each product passes through the process one unit at a time without unexpected interruption and at a rate specified by the customer's requirement, is one of the benefits of cells. Another benefit of cellular manufacturing is the expansion of the product lineup. It's critical to have process flexibility to meet client demands for a wide range of goods and quicker delivery times. To provide this flexibility, comparable items may be grouped together into families that can be processed in the same order on the same machinery. Additionally, by reducing the amount of time needed to switch between items, this will stimulate manufacturing in smaller amounts. Additional advantages of cellular manufacturing include:

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1. Inventory decrease.
2. Less transportation and handling of materials.
3. Better use of available space.
4. Shortening of lead times.
5. Determining the root causes of flaws and machine issues.
6. Increased effectiveness.
7. Improved cooperation and communication.
8. More adaptability and visibility.

Continual Development

Lean manufacturing also adheres to the core notion of continuous improvement. The Japanese idea of kaizen, which translates to continuous pursuit of perfection, has gained popularity in the west as the foundation of effective management. Kaizen is a methodical strategy for steady, organized, ongoing development. Improvements may take many different forms in industrial environments, including inventory reduction and a decrease in faulty products. The foundation of a successful lean firm, 5S is one of the best instruments for continuous development. The first modular step toward significant waste reduction is 5S. The letters 5S stand for Seiri, Seiton, Seiso, Seiketsu, and Shitsuke in Japanese. To find waste and then strive to remove it is the fundamental idea behind 5S. Waste may take the shape of waste, flaws, surplus raw materials, unnecessary objects, rusted-out or damaged equipment, or outdated jigs and fixtures[1], [2].Moving objects that aren't being utilized continuously away from those that are is the focus of the first S, Seiri. Material will flow more readily and people will move and operate more conveniently if such objects are moved and unnecessary ones are thrown away.

Seiton is about placing the appropriate stuff in the appropriate places. A particular region must not include any objects that do not belong there. Tools must be identified and placed such that they belong in a certain workspace area. Moving the unlabeled things out of that location will be simpler as a result. Tools, jigs, fixtures, and resources will be more visible, detectable, and usable if they are arranged properly.Seiso takes a thorough approach to sweeping and cleaning the workplace. The workspace should seem tidy, clean, and prepared for usage during the next shift. Regular maintenance should be performed on the workplace. Nothing should be missing, and everything should be in its proper position. A clean working environment is produced by a well-kept workplace.

Seiketsu upholds strict standards for workplace organization and cleaning. Regular audits should be conducted, and responsibility areas should be scored. Everyone is accountable for maintaining a high quality of housekeeping and cleaning if each area has a designated person.It is the management's responsibility to teach staff members to adhere to housekeeping regulations. In order for their staff to buy into the housekeeping norms, management should practice implementing them. Management has to tour the shop floor, communicate their expectations clearly, reward those who comply, and coach those who don't.Together, 5S stands for improved workplace organization and decent cleanliness. In addition to boosting a company's profitability, kaizen methods like 5S enable businesses to uncover previously untapped skills and capabilities. Implementing 5S has had positive effects, according to Sweeny and Cox. The advantages of using

5S will also be discussed later[1], [3].

DISCUSSION

Just-In-Time

The just-in-time management philosophy, which aims to reduce causes of production waste by creating the correct component in the right location at the right time, is closely related to lean manufacturing. This addresses waste caused by items still in the production process, flaws, and improper delivery timing of components. Systems for managing inventory and material flow are often categorized as push or pull systems. In both systems, customer demand serves as the primary motivator. The primary distinction, though, is how each system manages client demand. By creating the appropriate product at the right time, in the right quantities, just-in-time is a technology that allows a company's internal processes to respond to rapid changes in the demand pattern. Additionally, just-in-time is a vital tool for managing a company's external operations like buying and distribution. JIT production, JIT distribution, and JIT buying may all be thought of as parts of it. The following sections for each provide further information.

Just-In-Time Manufacturing. The goal of lean manufacturing is to eliminate waste everywhere.JIT is one of the most crucial phases in lean manufacturing deployment. JIT production, according to both Monden and Levy, is the foundation of lean manufacturing. In order to ensure efficient operation, just-in-time manufacturing means having no more raw materials, work in progress, or finished goods than is necessary.The pull system is a technique used in JIT. The first command is sent to production by customer demand, which is the source of the order. As a consequence, the item is removed from the assembly line. The last assembly line visits the first process and pulls or removes the required components in the required amount at the required time. Each subsequent step takes the necessary components from the one before it, farther upstream, and so on. A kanban system is used to organize the whole procedure[4], [5].JIT shipments come in quick, manageable volumes. These shipments are managed using a kanban system. An information system called Kanban is utilized to regulate how many pieces need to be produced in each phase. The two most popular kanban kinds are production kanbans and withdrawal kanbans, which describe the quantity to be generated by the previous process and the amount that the succeeding process should take from the preceding process, respectively.

Another sort of kanban utilized in JIT is a supplier kanban, which is used between the supplier and the manufacturer. Quick deliveries are necessary for lean production, hence many manufacturers demand that their suppliers deliver their products on schedule from vendors. Suppliers must transition from the old run sizes to smaller lot sizes in order to achieve JIT delivery. The producer and the supplier exchange supplier kanbans. The manufacturer and supplier supply the kanban at predetermined intervals. For instance, the truck driver would deliver the kanban to the supplier's shop at 8 a.m. if components were delivered twice daily. This tells the supplier to make the desired number of units. The driver picks up the finished pieces at the same time they are done at 8 a.m. together with the kanban fastened to the boxes housing these components that morning. These are the kanbans that were scheduled to arrive at 10 p.m. the night before. indicating that the pieces are being produced.JIT allows for the use of a kanban system, which allows for much lower batch sizes and significant inventory savings. Inventory of raw materials, subassemblies, and completed goods is maintained to a minimum under JIT production, and lean manufacturing techniques are used to get rid of inventory as a source of waste. Overproduction is another sort of waste that is reduced in JIT production. The demand to generate more than is required decreases since each process produces at a rate that is no faster than what is necessary for the next step.

Just-In-Time Delivery. An effective strategic collaboration between buyers and suppliers is essential for JIT. businesses may concentrate on their core skills and areas of specialization by using a third-party logistics distributor, leaving the logistical capabilities to logistics businesses. When a business uses an outside organization to handle all or some of its product distribution and materials management needs, this is referred to as third-party logistics. By offering on-time delivery to clients or distributors, technology flexibility like EDI, and geographic flexibility, 3PL may facilitate just-in-time distribution.

JITD demands the rapid, small-lot exchange of goods between suppliers and consumers. It also necessitates the deployment of an efficient transportation management system since, in the absence of buffer inventory, the transportation of incoming and outgoing goods may significantly affect output. Due to the frequent delivery of smaller lots under JITD, it might sometimes be challenging to have a complete truckload, which raises the cost of transportation. However, Monden claims that in order to overcome the issue, utilizing a mixed loading strategy instead of a single component loading makes it feasible to have complete truckloads and increase the number of deliveries.

EDI is a further crucial component that makes JITD possible. An EDI system must be in place for product deliveries between suppliers and their distributors or consumers to be successful. In the conventional product delivery system, suppliers are constantly required to retain completed items on hand or to adjust their production plans in response to sudden increases in demand. Suppliers using EDI may see all shipping and inventory data and modify their production plan as necessary. Sharing information across the whole supply chain is crucial to maintaining competitiveness under JITD because suppliers may modify their production schedules and reduce their delivery windows as more product data becomes accessible to them.

Cost, cycle time, stockout, and inventory reduction are a few more advantages of EDI.Buying just in time. Just-in-time buying, according to Ansari, Modarres, and Gunasekaran, is when products are purchased such that they are delivered before they are needed or before demand. The JITP concept is in opposition to conventional buying procedures, in which items are delivered in advance of their usage. JITP makes decisions about production lot size, product development, and supplier selection very important[6], [7].

JITP places a lot of importance on connections between customers and suppliers. A limited number of qualified suppliers are required for JITP. When a supplier is quality-certified, the responsibility for quality control and piece-by-piece counting of components is transferred to the supplier's location, where the supplier is required to ensure that all parts are free from defects before they are sent to the manufacturer's factory. The creation of products is another crucial component of JITP. Suppliers must engage significantly in design and development in order for buyers and suppliers to establish a Black Box relationship. The advantages of sharing new product development and design innovation include a reduction in development time and cost, an increase in manufacturing cost, a decrease in development time and cost, and a rise in the technological levels of the finished product.

When it comes to JITP, EDI is crucial. JITP's ultimate objective is to ensure that production is as near to being a continuous process as feasible from the receipt of raw materials to the delivery of

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completed items. By speeding up transaction processing and enabling buyers satisfy specific requirements by coordinating their material movement with suppliers, EDI may promote JITP. Despite the fact that JITP often uses small quantities, which increases the carrying cost of materials, this expense is mitigated by lower processing costs for purchase orders and lower inventory holding costs.

Several advantages of JIT include:

1. Removing pointless work-in-process, which lowers the cost of inventories.
2. Units are only created when they are required, thus quality issues may be found early.
3. Inventory will be minimized, which will cut down on storage space waste.
4. Excess production might be stopped to reveal hidden issues.

Production Stabilization

Moving to a greater level of process control is crucial in a lean manufacturing system in order to eliminate waste. Production smoothing is an additional tool for this. The Japanese term for production smoothing is heijunka, where the producers make an effort to maintain a production level that is as consistent as feasible from day to day. Heijunka is a concept that was borrowed from the Toyota manufacturing method, where it was required to only produce as many automobiles and components as could be sold in order to save production costs. To do this, the production schedule must run smoothly in order to generate the necessary number of components and employ labor as effectively as possible. Waste occurs in the workplace if the production level is not consistent.

Uniformity of Effort

The uniformity of worker behaviors is a crucial waste minimization concept. In essence, standardized work makes sure that every task is planned out and completed as efficiently as possible. The same standard of quality needs to be attained regardless of who is doing the task.Every employee at Toyota always follows the same set of processing processes. This covers the amount of time required to complete a task, the procedure to be followed for each task, and the materials on hand. By doing this, one can guarantee that line balance is accomplished, unnecessary work-in-process inventory is decreased, and non-value-added operations are eliminated. What is referred to as takt time is a tool that is used to standardize work. Takt time describes how often a component within a family of products should be manufactured depending on the real consumer demand. The goal is to produce at a rate that does not exceed the takt time.

Total Productive Upkeep

One of the main worries for those working on the shop floor is machine failure. Since one malfunctioning piece of equipment might shut down the whole production line, shop floor equipment dependability is crucial. Total productive maintenance is a key technique that is required to account for unexpected machine malfunctions. A comprehensive program of productive maintenance is crucial in practically every lean environment scenario.

Preventive maintenance, corrective maintenance, and maintenance prevention are the three key facets of a total productive maintenance program. Preventive maintenance involves regular scheduled maintenance rather than sporadic check-ups on all equipment. Workers must do routine equipment maintenance to catch any abnormalities as soon as they arise. By doing this, unexpected machine failure may be avoided, resulting in an increase in each machine's throughput.Corrective maintenance involves making choices like whether to repair or replace equipment. It is best to swap out worn-out components of a machine with fresh ones if the unit is constantly broken down. The machine will survive longer and operate more often as a consequence. Choosing the proper equipment is important for maintenance prevention. Workers will be unwilling to regularly maintain a machine if it is difficult to repair, which will result in a significant loss of the money invested in that equipment[6], [7].

Additional Waste Reduction Methods

Zero defects, setup reduction, and line balance are a few of the additional waste reduction techniques. To achieve zero faults, the production process must be continuously improved to guarantee that goods are fault-free throughout. Errors are nearly always made by people. Defective components will be found at the conclusion of the process when mistakes are made and not detected. Defective components may be avoided if the mistakes can be stopped in their tracks. Poka-yoke is one of the instruments the zero-defect philosophy employs. Shingo created Poka-yoke, an autonomous defect control system that is installed on a machine and checks all components to ensure there are no flaws. Poka-yoke aims to examine faulty components at their source, identify the defect's root cause, and prevent the defective item from being moved to the next workstation.

In 1950, Ohno at Toyota created SMED. Ohno's concept was to create a mechanism that could more quickly swap out dies. By the late 1950s, Ohno had managed to cut the time needed to swap out dies from a day to only three minutes. SMED's fundamental goal is to speed up equipment setup. Setups come in two flavors: internal and external. External setup activities can be completed while the machine is operating, however internal setup activities can only be completed after the unit is stopped. The goal is to transfer as many internal activities as you can to external ones. The next stage is to attempt to simplify these actions after all of them have been identified. Many advantages may be attained by shortening the setup time. First off, die-change experts are not required. Small batch production allows for increased product diversity and inventory reduction. Line balancing is seen as a powerful tool against waste, particularly worker inefficiency. The goal is to have every workstation create the appropriate amount of work that is continuously transferred to upstream workstations. This will ensure that all workstations are operating in unison, neither more quickly nor more slowly than the others.

Lean Enterprise: Moving Beyond Lean Manufacturing

The process of getting rid of garbage looks at the system as a whole. The large picture entails taking a look at the interconnected divisions of the business, from raw supplies through distribution and completed products sales. A group of individuals, functions, and legally separate but operationally synchronized companies is how Womack and Jones describe the lean enterprise. By controlling the whole system, we aim to manage the value-adding activities holistically rather than as the sum of their individual components.When a business is lean, its employees, managers, suppliers, and clients are all seen as strong corporate assets.The firm must concentrate on the important primary processes rather than on specific roles or divisions if it is to satisfy customers and provide the highest quality product, managers have realized. There should be two primary goals for these procedures. The first step is to convince the client that the company is an experienced supplier of a certain good, and the second is to demonstrate a capability that will win an order. To achieve this, businesses and managers should concentrate more on improving the performance of the whole organization rather than just the performance of certain employees, departments, or business units.

Lean manufacturing is expanded upon in lean enterprise. Lean enterprise, on the other hand, takes a step further by focusing on the company, its partners, workers, and suppliers to provide value from the viewpoint of the consumer. The value-creating steps for a completed product or service are lined up and coordinated along the value stream by the lean business. It makes an effort to carefully study each step that must be taken to create a new product or service from conception to market, from an order to delivery, and from a raw material to the finished item that is supplied. By involving all stakeholders, these stages may be completed flawlessly. Non-value-added activities and waste are forcibly and systematically removed while every process is regularly compared to the customer's concept of value.Three distinct sorts of activity are present in practically every organization. These are any actions that a client would consider beneficial in a product or service. Examples include forging raw materials, painting vehicle bodies, and turning iron ore into automobiles. If a consumer would be willing to pay for the activity, it is how one would characterize a value-adding activity.

These are tasks that, in the eyes of the consumer, do not increase the value of a product or service but are required by the operational environment. Such garbage should be targeted for longer-term transformation since it is difficult to eliminate it promptly. To pick up components, for instance, one may have to travel a considerable distance or unload vendor boxes. These are any actions that the consumer deems unnecessary in the present context and not beneficial in either a product or a service. These actions should be immediately stopped since they are sheer waste. Examples include product stacking, waiting times, and duplicate transfers.Many businesses are putting lean manufacturing into practice. However, a lot of individuals are still having trouble learning the topic since they don't understand its fundamental ideas. Therefore, it could appear that businesses shouldn't even consider becoming lean enterprises while they are still unable to implement lean manufacturing. In order for any one supply chain participant to maintain momentum, Womack and Jones make the case that all participants in the chain must work together. This implies that if one member of the value stream becomes lean, the benefits will not be shared by other members of the value stream until they all actively engage in the process.

Supply Chain Management Overview

Many businesses now place a larger emphasis on their supply chain management due to the higher expectations of their consumers, the severe competition in the market, and the flow of commodities to the market with shorter lead times. Suppliers of raw materials, producers, distributors, and end users make up a typical supply chain. Raw materials are transported to the manufacturing plant, where they are transformed into finished goods, which are subsequently sent to the final consumers. Effective supply chain management and integration are necessary from the raw materials to the final customer in order to reduce cost and waste across the system.Described as a set of approaches used to effectively integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed in the right quantities, to the right locations, and at the right time, supply chain management is the process of integrating suppliers, manufacturers, warehouses, and stores. Minimizing systemic costs and waste is the ultimate objective of supply chain management. The integration of raw material suppliers, producers, and the final consumer is therefore the focus.

A corporation needs an integrated supply chain that runs from the front, through the center, and to the back in order to become lean. To minimize the cost of the whole system, integrated in this context indicates that coordination and collaboration must be established in every aspect of the company as a whole, rather than only focusing on individual components. As a result, it is necessary to reduce overall costs and waste across the board, from transportation and distribution to raw materials, work in progress, and final items. The front, middle, and rear of the supply chain are discussed here along with the best ways to integrate each.

Integration of Customers

Customer value and pleasure are given more weight in today's quick and flexible market. Companies now must look at additional measures, such as customer happiness and value, in addition to financial indicators to determine their standing. Customer satisfaction is the idea of how well the company's present customers are using its product and what they think of its service. The business may identify areas for development and come up with suggestions for improving service and product satisfaction by surveying its present clientele. Customer value is a further vital idea. consumer value is the way the consumer views the whole range of goods and services the business provides. Customers essentially seek for cheaper pricing, higher quality products, additional value services, more flexibility, and quicker lead times.

The capacity to swiftly and adapt to changing client needs is one of the tenets of supply chain management. The product's physical distribution, the order's status, and access to this information are all included in this answer. Customers often appreciate their order status even more than a shorter lead time since they are always worried about it. Giving clients access to their order status may improve the relationship between them and the business. FedEx was the first to implement a tracking system that allows customers to see the status of their packages at any time. Customers' value may be increased by letting them take part in the original design phase. One of the top PC manufacturers, Dell, enables consumers to assemble their own PC systems thanks to its direct business approach.

Value-added services may have a significant impact on how consumers and businesses interact. A quality product is no longer sufficient; it must be accompanied by a superior service. From the standpoint of the consumer, support and maintenance are crucial, particularly for technological devices that need ongoing support after purchase. Good value-added services may increase income while also bridging the gap between the business and its clients. Another advantage of value-added services is that they may provide a business additional knowledge about how to enhance their customer care and support. One of the value-added services is information access, as we saw in the preceding sentence when FedEx allowed its customers to monitor their deliveries.

Integration of Suppliers

The front end of the supply chain is one of the most important elements of the lean company. Going lean may be successfully accomplished with the help of suppliers. Given that material expenses make up more than half of the cost of items supplied for the majority of businesses, suppliers cannot be treated as outsiders but rather as an integral member of the team.The automobile sector was the first to use supplier integration, and Toyota was a pioneer in this field. Toyota began a new initiative in 1950 to increase its component supply. Toyota organized its suppliers into many functional levels, with the duties assigned to each tier varying. Working with the product development team was a responsibility given to Toyota's top suppliers. The vendors were instructed to provide a particular component for an automobile to fulfill certain performance requirements. Toyota then requested that its suppliers provide a test product for evaluation; if the product performed as promised, the vendors would get the production order. The Toyota idea was to promote communication and information sharing among all first-tier suppliers in order to enhance the design process.

Since each supplier specialized in a separate category of component, they were not in direct competition with one another and were thus not afraid to exchange knowledge.

Integration Level. Managers search for chances to compete in steadily expanding markets. Integration of suppliers in product development and design is one of these chances. For instance, a corporation must use a supplier's expertise in order to speed up product launch to market. Nevertheless, depending on how much a firm wants its suppliers engaged, there are several degrees of supplier integration. According to University of Michigan research, there are several degrees of supplier integration, which are as follows. The provider is not a part of the design process. Materials and subassemblies are delivered in accordance with the requirements and design of the client.This integration level is unofficial. Although there is no formal cooperation, the buyer consults with the supplier informally when creating items and specifications.This is official supplier integration, as shown by the gray box. Engineers from the customer and supplier establish collaborative teams, and joint development takes place.The provider independently designs and produces the necessary component after receiving a list of interface requirements from the customer.

Manufacturing Partnerships

The manufacturer serves as the supply chain's connecting link between the supplier and the client. The majority of the crucial operations in terms of real manufacturing happen at the factory. As was already established, the major objective of a supply chain is to cut down on system-wide expenses and waste. The majority of the wastes are found in this intermediate section of the supply chain. For instance, the best way to manage lead time, transportation expenses, and inventory holding and setup costs is a significant challenge to the supply chain.To manage inventory in the system successfully, integration between the supplier, manufacturer, and distributor is needed. An effective inventory strategy will rely on the unique characteristics of the supply chain in order to reduce the inventory at the manufacturer.

For instance, if an EDM system is in use, it has to be created so that the distributor, manufacturer, and supplier can all exchange data. The system's unpredictability is decreased, demand forecasting is improved, and inventory is decreased when information is shared.Long lead times are a significant source of waste in the supply chain. The firm needs a short lead time and exact delivery in order to please its consumers. The amount of lead time associated to order processing, documentation, and transportation delays may be reduced by having an effective EDI system that connects all parties engaged in the supply chain.Many of the wastes that clog up the system may be reduced or avoided by having an integrated supply chain. This encompasses all sorts of inventory, excess output at the manufacturing facility, lengthy lead times, and many other things. The system-wide cost will be significantly reduced by reducing these wastes[8], [9].

Systems of Continuous vs. Discrete Manufacturing

Discrete manufacturing and continuous manufacturing are the two main categories under which manufacturing systems are categorized. Making discrete goods like an engine, car, drive shaft, coffee maker, or washing machine is referred to as discrete manufacturing. As opposed to batch production, continuous manufacturing involves producing goods that are metered or measured rather than tallied. Paint, steel, textiles, flat glass, resin, oil, and wheat are a few examples.

The three broad types of production facilities used in manufacturing are job-shop production, batch production, and mass production. Low-volume, wide-range goods define the job-shop manufacturing system, sometimes referred to as intermittent production. There are two distinct production layouts used in job-shops. The first is a process-style structure in which human and machine resources are grouped according to their functions. The machines and operators in a specific shop are all experts with respect to that shop's unique collection of machinery. For instance, a department could only have milled or turning equipment. Lots of semi-finished components are moved from one department to another, and tiny lots of the completed product are manufactured. It is not required in this situation for all tasks to go to the same set of work centers or even the same equipment inside those work centers.

For the range of tasks required in this layout, highly adaptable and multipurpose machineries are needed. Making user-specific equipment, tools, or dies, spacecraft, or machine tools are a few examples. Another is creating prototypes for new items. A fixed site type layout constitutes the second kind. It is distinguished by having a physically huge product that requires humans and mobile equipment to be moved to the product place. Workers with a variety of skills are needed to construct the product using this plan in order to meet the precise requirements of the client. Road building, shipbuilding, airplane building, and bridge building are a few examples. Typically, manufacturing of discrete products is related with the job-shop production method.Batch production is the second kind of manufacturing system. Medium volumes of a medium diversity of items are produced in batch manufacturing. Medium-sized quantities of the same product may be manufactured either once or repeatedly. Batch manufacturing uses all-purpose machinery in conjunction with jigs and fixtures created especially for increased output rates. Furniture, electronics, home appliances, and lawn mowers are a few examples of things made in batches. Batch production is often tied to the manufacturing of discrete goods, but it may also be used to the process sector where certain chemicals are created in batches.

Mass production is the third kind of manufacturing system. Mass manufacturing is characterized by minimal variation and high-volume items. To meet the high demand rates for a product, pricier, specialized machinery are needed. Further separating mass manufacturing into quantity production and flow production. Standard equipment in quantity manufacturing is often set aside for the manufacture of a single product type with a high demand rate. Screws, nails, plastic goods that have been molded, and vehicle parts are a few examples of items that are produced in large quantities. Flow-shop manufacturing is the other kind of mass production. The two forms of flow-shop manufacturing are as follows[10], [11]. A product-type flow line is the first. In this scenario, components flow through a continuous and linked series of machines. One product can only be manufactured on each line due to the way the lines are set up. Large amounts of items on each line are produced via a repeating process. Machines that are highly automated and devoted are used. Discrete product manufacturing is linked to this sort of flow line. A prime example is the production of plastic safety helmets. The continuous flow line is the alternative manufacturing method used in flow-shops. A product's no discrete components or amounts are placed in sizable bulk containers. The continuous process sector is linked to this kind of flow line. Examples include refineries for crude oil, chemical manufacturing facilities, food processing, and steelmaking processes.

CONCLUSION

In conclusion, Tools and practices from lean manufacturing are useful resources for businesses looking to improve their processes. Utilizing these methods and tools, businesses may enhance productivity, quality, and customer happiness by streamlining procedures, cutting waste, and fostering continuous improvement. Lean manufacturing tools and methods may be used in a variety of industries. With the similar goals of reducing waste, boosting efficiency, and raising customer happiness, they have been effectively applied across a variety of industries, including manufacturing, healthcare, and services.

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APPLICATION OF LEAN IN DISCRETE INDUSTRY: EFFICIENCY AND DEVELOPMENT

Ms. Swati Sharma*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-swatisharma@presidencyuniversity.in

ABSTRACT:

The application of lean principles in the discrete industry has gained significant attention as a means to improve operational efficiency, reduce waste, and enhance overall performance. This chapter explores the significance of implementing lean practices in the discrete industry, examining their impact on various aspects such as production processes, inventory management, quality control, and workforce engagement. It highlights key lean tools and techniques, such as value stream mapping, standardized work, cellular manufacturing, and continuous improvement, and their specific application in the discrete industry.The chapter emphasizes the transformative impact of lean principles on the discrete industry. By employing value stream mapping, organizations can identify and eliminate non-value-added activities, optimize process flows, and reduce lead times. Standardized work helps establish clear and consistent processes, improving efficiency and reducing errors. Cellular manufacturing enables the reorganization of production areas into self-contained work cells, fostering better communication, flexibility, and shorter lead times.

KEYWORDS: *Poka-Yoke, Pull System, Root Cause Analysis, Single-Minute Exchange Die (Smed), Standardized Work, Value Stream Mapping.*

INTRODUCTION

Lean manufacturing has gained popularity all over the globe since the Toyota Production System was introduced. Numerous automobile sectors throughout the globe are attempting to replicate this new concept of lean at their own businesses in response to Toyota's apparent success in establishing a lean production system. Lean manufacturing is being used in practically all automotive businesses in North America, Europe, and Japan in this modern age. The majority of lean manufacturing concepts, particularly in discrete production, have been implemented at the component assembly level. The majority of the work required to create a vehicle is done at the assembly level in the automobile industry. This is brought on by the enormous quantity of components used to construct an automobile. These separate pieces are initially put together at the component factories, and then they are finally put together at the assembly factory.

The Toyota production system's success paved the door for many businesses in the discrete manufacturing sector to adopt lean manufacturing practices in order to save costs via waste elimination and continuous improvement. Today, component assembly operations across a range of sectors, including automotive, electronics, and photography, often adopt the lean manufacturing philosophy. Numerous additional businesses, notably those in the discrete sector,

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have adopted lean manufacturing tools and practices in the United States. These include the shipbuilding, telecommunications, furniture, appliance, and computer component assembly sectors. The manufacture of vacuum pumps, air conditioning systems for vehicles, apparel, amusement park equipment, motorcycles and scooters, as well as bicycle parts, are other industries that have adopted lean manufacturing, notably in Europe.

Industry Using a Continuous Process and Lean

The automobile sector has played a significant role in the development of lean manufacturing, particularly in the assembly line method of production. By incorporating lean techniques, other discrete manufacturing firms, such those in electronics, followed the automobile sector's lead. The majority of these businesses have also been successful in implementing lean. The current problem is to adapt lean concepts and put them into practice in a continuous process manufacturing setting.The manufacturing environment for continuous processes is characterized by high volume, limited product variation, and rigid procedures. Managers have been reluctant to incorporate lean principles into these procedures. The procedure' rigidity, which makes it more challenging to minimize the lot size, is the source of the anxiety. For instance, in the continuous process sector setup periods are sometimes lengthy and the operation must be stopped down for a changeover, which is expensive. These distinctive features of the process sector, however, cannot dispel the major clash. According to Sandras, there are distinctions between the process sector and the discrete industry that need to be distinguished from a JIT perspective. He emphasizes further that it is important to distinguish between traits that are challenging to deal with and those that are not as challenging[1], [2].

As opposed to the discrete manufacturing sector, where products are produced, the process sector produces materials. There are similarities between these two industries. But the continuation of operation is where there is a significant difference. Shutting down a process may be very costly in the process sector, which presents significant logistical challenges. However, discrete components are virtually usually manufactured in a continuous process manufacturing environment. The idea of lean manufacturing may be used in operations that create discrete components. The goal is to adapt waste-reduction techniques from discrete manufacturing to the restrictions that are typical in the process sector. While some of the special limitations are challenging technically, they may not be so from a JIT standpoint. When such limitations are removed, what remains are the unique and challenging problems specific to each business. Then, one should keep an eye on them by making an effort to lessen their influence and then making a progressive effort to get rid of them.

Just-in-time is one of the lean tools that has been used in the process sector. JIT was employed to solve the issue of product shortages, severe backlogs, and lost or missing yarn at the spinning section of DuPont's May factory in Camden, South Carolina, where textiles are manufactured. A pull mechanism was used, and it was approached in a kanban-like manner. The outcomes were encouraging: 96% reduction in WIP, $2 million decrease in working capital, and 10% increase in product quality. Numerous continuous process sectors may make use of the lean manufacturing ideas used by the DuPont facility.

JIT concepts may place more of an emphasis on non-production operations including material transportation, distribution, and storage in the process sector. Chemicals are provided by Dow Chemical to a variety of clients. Long lead times and excess inventory were two issues that the business had with one of its clients. There were more tank carloads than necessary at the customer's location. JIT concepts were used between Dow and its client in order to decrease inventory, shorten lead times, and improve demand predictions. As a consequence, inventory lowered from sixteen to six tank carloads, average distribution lead time cut by 25%, and demand prediction accuracy rose by 25%.JIT has often been related to industrial operations. However, JIT buying has lately received attention in the process sector. Roy and Guin talk about how JIT is being used in buying at an Indian steel factory. They describe JIT in buying generally as routinely ordering and receiving smaller amounts from nearby, quality-assured suppliers, at the point of use, in the correct number, and in the right quality. They created a freight consolidation methodology that may be used to get these goods from the supplier to the customer after first identifying JIT demand and JIT providers. For this job, Roy and Guin created a practical algorithm. Using FCM, a significant amount of savings was shown.

DISCUSSION

Value Stream Mapping

A value stream is a collection of all activities, both value-added and non-value-added, needed to move a product or a set of related items through the primary flows, from raw materials to the hands of consumers. These are the activities that make up the whole supply chain, which include information flow as well as operational flow and forms the basis of any effective lean operation. An enterprise improvement tool called value stream mapping may help visualize the complete manufacturing process by simulating the movement of both materials and information.The objective is to locate every kind of waste in the value stream and take action to attempt to get rid of it. Using a value stream approach entails enhancing the whole flow rather than simply focusing on specific activities or the little details. It establishes a consistent language for the manufacturing process, allowing for more deliberate choices to enhance the value stream. The majority of these tools fall short in connecting and visualizing the nature of the material and information flow in a single business, despite the fact that scholars and practitioners have created a variety of tools to analyze particular enterprises and supply chains.

Many businesses have taken steps to become leaner at the level of the individual company by adopting various lean technologies, such as JIT, setup reduction, 5S, TPM, etc. In several of these examples, businesses have claimed some gains; nonetheless, it was clear that in order to maximize benefits, it was necessary to comprehend the complete system. As an example, Gelman ScienceBy applying setup reduction, Inc., a producer of micro porous membrane filtration products, began their lean journey. Although there were some cutbacks, throughput remained constant. They thus made the decision to employ value stream mapping to see the full flow and choose lean techniques that produced the most advantages in order to achieve notable improvements[3], [4].Many businesses have used value stream mapping recently, and especially in the past few years. The application is applicable to a variety of businesses and industries, including those in the automobile, aerospace, steel, and even non-manufacturing sectors like information technology. The manufacture of steel is one industry where value stream mapping has been used.

For a steel manufacturer, a steel service facility, and a top-tier component supplier, a current status map was produced. The actions from hot rolling steel through delivery to the car builder are shown on the map. The study's main objective was to decrease the lead-time for supply chain performance. The present state map showed massive stockpiles and protracted lead times. Then, a map of the future state was created. Target regions on the future state map were treated to a variety of lean tools, including as kanban, supermarket, continuous flow, and EDI. By putting the future state map into practice, it was possible to reduce cycle time from 7262 seconds to 6902 seconds and lead time from 47 to 65 days to 11.5 days. Manufacturing of airplanes is another industry where value stream mapping is put to use. In order to reduce lead times in accordance with client needs, current and future state maps were created. The lead-time for implementing the future state map was lowered from 64 to 55 days. The use of lean technologies like kanban and continuous flow assisted in reaching this decrease. The distribution sector also used value stream mapping in some capacity. Electronic, electrical, and mechanical component distributor Partsco made the decision to map the interactions between the company and its suppliers. Due to Parts Co's use of EDI, the company was able to collaborate with its suppliers more swiftly and efficiently. The organization was able to cut the lead time from 8 to 7 days in a short amount of time.Any business that aspires to be lean may get started by using value stream mapping. Other advantages of value stream mapping are summed up as follows by Rother and Shook:

1. You may use it to show levels of manufacturing processes other than simply one. Flow is seen in its entirety.
2. Your waste's source in the value stream may also be seen thanks to mapping.
3. It gives people a common vocabulary to discuss how things are made.
4. It pulls together key lean principles and methods to prevent cherry picking.

It serves as the framework for a plan of execution. Value stream maps serve as a template for lean implementation by assisting you in determining how the whole door-to-door flow should functional crucial component that is absent from so many lean initiatives.Value stream mapping is a tool that may be built using paper and pencil using a predetermined set of icons. Drawing value stream maps by hand using paper and a pencil has several advantages. Instead of being constrained by a computer, manual mapping enables us to observe what is truly occurring in a shop floor value stream. A map's speedy creation and revision also serves as a plan-do-check-act loop that improves our comprehension of the entire flow of value or lack thereof.

The Value Stream Mapping Icon

The selection of a product family as the target for improvement is the first stage in value stream mapping. It is impractical to track everything that moves across the shop floor since customers only care about their items and not all products. It would be too complicated to depict the whole product cycle inside one organization. By categorizing related process stages for various goods using the product and process matrix, or by selecting the items that utilize the most volume, a product family may be identified.The next step after selecting a product family is to create a current state map to capture how things are currently being done. This is carried out while strolling through the industrial process's real paths. Always begin by depicting the process that is most connected to the client on the present state map, which is often the shipping department, before moving up to the upstream processes. The bottom part of the map shows the material movement. Every important piece of information, such as lead times, cycle times, changeover times, inventory levels, etc., is recorded for each process. It is vital to utilize current data rather than historical averages supplied by the firm, therefore the inventory levels on the map should match to levels at the time of the actual mapping and not the average.

The information flow, which is how each process will know what decisions to make, is the second component of the current state map. On the top of the map, the information flow is shown. On the map, the material flow is coupled to the information flow, which is represented from right to left. Following the completion of the map, a timeline is created that connects the process boxes to the production lead-time, or the amount of time a certain product spends on the shop floor between delivery and completion. The value-added time is then added as a second period of time. The total processing time for all processes is represented by this time.The creation of the future state map is the third phase in value stream mapping. The goal of value stream mapping is to identify waste causes and make improvement targets more obvious. The future state map is nothing more than an implementation strategy that identifies the types of lean tools required to reduce waste and their locations in the value stream of the product. By responding to a series of questions on challenges linked to future state map construction and technical implementation regarding the usage of lean tools, a future state map may be created. One should immediately indicate the future state concepts on the future state map based on the responses to these questions. The next step after developing the future state map is to put it into practice by attempting to execute the many ideas it created on the real data stream[5], [6].

Valuation Stream Mapping and Simulation

Lean manufacturing adoption is a difficult choice, particularly for businesses that depend on conventional production techniques. It is challenging because conventional and lean manufacturing processes vary in a variety of ways, including how raw materials are procured, inventories are managed, employees are handled, and how production is controlled. Lean is challenging to execute for conventional manufacturing because of its unique needs, which make it difficult to estimate the size of potential benefits. Because of this, deciding whether or not to apply lean manufacturing typically comes down to personal beliefs, the reported outcomes of those who have done so, and generalizations about the projected return. This is insufficient rationale for many businesses to support the adoption of lean. This leads to the following query: How can we make value stream mapping a more practical tool?

The future state map can often be assessed without too much effort, but in many other circumstances it may not be. For instance, using simply a future state map makes it impossible to anticipate the levels of inventory throughout the manufacturing process since a static model makes it impossible to see how the level of inventory will be changed by various situations. A support tool for value stream mapping that can quantify the benefits during the initial planning and evaluation phases is required to assist a business in considering lean methodologies. This tool, simulation, is adaptable to the specifics of the company and is capable of creating resource needs and performance data.

Simulation may be used to eliminate uncertainty and provide dynamic views of the process's inventory levels, lead times, and equipment usage. This makes it possible to quantify the benefits of using the lean manufacturing concepts and their effects on the whole system. Additionally, simulation may be used to investigate various future state maps produced by various answers to design-related concerns. It may also help businesses thinking about adopting lean manufacturing to estimate the advantages of doing so throughout the planning and assessment stages. The simulation may provide resource needs and performance data for both the planned future state map and the current operation, and it can be tailored to the unique conditions of the business. Using the data from the simulation, management would be able to evaluate the lean system's performance both in isolation and, more crucially, in comparison to the well-known, pre-existing system that it is intended to replace.

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The lean manufacturing concepts of continuous flow, just-in-time inventory management, total preventive maintenance, setup reduction, and level production scheduling may be used to simulate the performance benefits that can be predicted. It has the capacity to show the benefits of lean across the whole manufacturing system, including warehouse and WIP levels, transportation and conveyance needs, production control effectiveness, and system responsiveness to the market. On the other hand, some of the very significant advantages of implementing lean manufacturing concepts, such as those brought about by employee empowerment, continuous improvement, and 5S, do not easily lend themselves to quantification through simulation.

Discrete event simulation has been used by several researchers in a lean manufacturing setting. There was a logistical issue with product distribution and the need for railcars at Dupont Wilmington. To determine if a fleet decrease was necessary or whether additional railcars were required, two simulation models were created. The simulation suggested cutting the fleet by 25%, saving $1 million that would have been spent on new railcars. Savasar and Al-Jwawini created a simulation model to compare pull systems to push systems for withdrawal policies that employ different kanban levels and to study the impact of processing durations and demand unpredictability on the performance of JIT systems. Welegama and Mills looked at several JIT system designs and utilized simulation to address concerns a chemical business had about switching from a conventional to a JIT system. Additionally, Galbriath and Standridge utilized simulation to verify changes made to a conventional system while it was being transformed into a JIT system.

In order to help a consumer electronics business decide whether to embrace lean manufacturing, Detty and Yingling utilized an Arena simulation model to quantify the advantages of doing so. However, there is just one publication in the literature that discusses the addition of simulation to value stream mapping. In order to show how important simulation may be in evaluating various future state maps, McDonald, Van Aken, and Rentes employed simulation for a high-performance motion control product production system. They show how other possibilities may be provided through simulation and examined in addition to those derived by future state mapping.

A Typical Fallacy

Process industries have traditionally been grouped together because they are intended to generate nondiscrete goods. As a consequence, the distinctive characteristics of the many kinds of process industries have often been disregarded. Even while the process industry as a whole has many things in common, each individual product has its own distinctive qualities. It shows a limited grasp of this business to define the whole process industry purely on the basis that it generates no discrete material. Discrete materials are ones that can maintain their solid state whether or not they are packed or placed in a container. No discrete materials, such as liquids, pulps, gases, and powders, on the other hand, often expand, evaporate, or dry up if they are not placed in a container. While no discrete materials are used in practically all process industries, discrete materials are also used in many of them.

Process manufacturing and process flow production, which have distinct meanings, have been used interchangeably in previous taxonomies to characterize the process industry. Production that adds value by mixing, separating, forming, and/or performing chemical reactions is the definition of process manufacturing. Either batch processing or continuous processing are options. Process flow manufacturing, on the other hand, is described as a production approach with minimal interruption in the actual processing in any one production run or between runs of similar products. By incorporating product mobility into the actual operation of the resource executing the activity, queue time is essentially eliminated. As a result, all process industries employ process manufacturing, but not necessarily process flow production processes.

Groups of Process Industries

Traditionally, process industries have been divided up into many industrial groupings. The many items unique to each industry are used to further categorize each industrial group. The taxonomy presented here will contrast the process industries and categorize them into distinct groupings using a different point of view. A set of dimensions is selected for the categorization in order to do this. In the sections that follow, a thorough and organized framework is created for several aspects of the process industry. According to the features of the product and the characteristics of the material flow, the latter are divided into several categories. We also talk about the issue of when a product finally transitions to discreteness in a process. We discuss the prospects for lean in the process sector as well as how the steel industry in particular fits into this taxonomy towards the conclusion of this list.

Product Specifications

The raw materials and product volume metrics may be used to characterize the product characteristic dimension in the process industry. High-volume product production has historically been associated with the process sector. It's vital to keep in mind, however, that this isn't always the case and that product volume often varies on the particular industry within the process sectorThe things that are utilized as inputs and transformed into completed goods by manufacturing processes are known as raw materials. Almost all process industries rely on mining, agriculture, or other process industries as their principal sources of raw materials. The quality of these raw materials often varies, and this fluctuation frequently influences the final output. Examples include the quantity of carbon in the coke used to create steel or the sulfur content of the crude oil from various oil locations. All process industries experience this variance because of the intrinsic properties of the raw materials.

The diversity of raw materials utilized in process industries varies as well. In other words, a limited or wide range of raw materials may be used to create a product. For instance, the process of blending feed calls for the employment of many other raw ingredients in the blending activities. The paint business, which uses a vast variety of raw materials to create many kinds and colors of paints, is another example of a process sector that needs a lot of raw materials. It may be crucial to maintain a regular supply of fresh fruits and vegetables since the raw ingredients utilized in the food business have a finite shelf life.On the other hand, several process industry subsectors rely on a narrow range of raw materials as inputs. For instance, iron ore, coke, and limestone are combined in the steel industry to create molten steel. There aren't many raw ingredients utilized in the beverage industry; to make soft drinks, water, artificial taste, and sugar are combined.

Product volume is the second feature of a product that may be used to compare process industries. The quantity of output that a process generates is referred to as product volume. Once again, they vary from one process industry to the next. For instance, in the pharmaceutical sector, some pharmaceuticals may be manufactured in tiny amounts for extremely specialized market niches, resulting in a very low quantity of the finished product. However, in order to meet the increased market demand, brewers often produce their products in large quantities. Depending on the product produced, the product volume in several process sectors might fall on either end of the spectrum. As an example, although certain intermediates, which are sources of the raw materials used to make colors, are generated in vast amounts in the dyes business, others, like aniline and phenol, are created in short cycles for the medical sector.

With a look at the product features, it is clear that certain sectors are intrinsically more efficient than others. In these situations, some lean methods may not even be necessary or practical. The beverage sector, which is known for its large volume and limited diversity of raw materials, therefore has a continuous flow of product and, because to its high volume and inherent continuous flow, does not need many pauses between workstations. This disqualifies the application of kanban or small batches. Additionally, there isn't much diversity in the raw materials, so there is less of a transition between goods and it's easier to maintain high standards of quality and consistency. However, methods like TQM and kaizen are required in order to maintain this high quality. In contrast, specialty chemicals or paint may benefit from certain lean tools that are unnecessary in the first case due to their great diversity of raw ingredients and low to medium quantities. To speed up the transition from one product to another, setup reduction, for instance, is a useful lean technology to build in these sectors.

Characteristics of the Material Flow

Characteristics of material flow are those that relate to the setting of a manufacturing facility. The production unit moves continuously through highly automated, specialized equipment in the process industries, with few routings and little interruption. This sort of setting is known as a flow shop. Process industries really have unique material flow systems. Typically, material flow systems are divided into three categories: job shops, batch shops, and flow shops. These systems differ from one another in terms of adaptability and equipment. Based on the configuration and adaptability of the equipment, different process industries may be categorized into a point along the continuum of these systems.Any industry's equipment may be divided into general-purpose and specialized categories, which can then be further divided into devoted and non-dedicated categories. Although specialized general-purpose machinery may be used to create a variety of goods, their utility is limited to a single operation for a single or small number of goods. For instance, some of the equipment used in the paint business is deemed specialized even if it is mostly utilized for many color groups.

General-purpose machinery may be devoted to certain products in the organic chemical sector that may have diverse chemical properties yet perform some of the same processes. Different items are produced using non-specialized, general-purpose equipment; equipment utilization is not restricted to any one sort of product. For instance, in the resins sector, the equipment is often general purpose, allowing other chemical facilities to make other goods using the same or comparable equipment, and the equipment is non-dedicated, allowing multiple products to utilize the same equipment. The food industry is another process sector that makes use of non-specialized, all-purpose machinery. For instance, since many diverse goods may share general-purpose equipment like ovens and freezers, it is employed in the banking sector.Specialized equipment is the second category utilized in the process sector. These might then be either devoted or not. For instance, some of the equipment utilized in the pharmaceutical sector, and notably in the production of ts, is devoted and specialized. It is specialized and devoted to producing just particular items since it was created for the pharmaceutical sector. The beverage business, on the other hand, employs non-dedicated yet specialized equipment. Since every sort of flavor may be created in any tank, the machinery is not deemed devoted since it is intended exclusively to generate carbonated drinks.

This is a broad division of the kinds of machinery used in the process industry. Thus, it is important to remember that in the process business, a plant may use both general and specialist equipment, which may then be devoted or non-dedicated. As an example, some of the equipment used in the pharmaceutical business to produce mouthwash is general purpose, while other equipment is specialized solely to produce certain mouthwash products[7], [8].

The production system's inherent flexibility is determined by the kind of equipment and the structure of the facility. The degree to which lean concepts may be modified is therefore determined by this. The versatility of non-dedicated, general-purpose equipment is often greater than that of dedicated, specialist equipment. There are several process sectors with a rigid manufacturing infrastructure. For instance, the equipment configuration in the pharmaceutical business does not allow for significant system flexibility. Regarding how the equipment is organized in a sequential way in line with the production stages necessary to produce the goods, the manufacturing system is continuous. There is no deviation from the product's single path of travel. Another instance of a rigid continuous manufacturing system is the manufacture of drinks. According to the order of operation, the mixers are set up. The process of mixing and filtering the product takes one direction. However, the manufacturing process for extruded plastic, which is used to make toys, household items, cassettes, and products for the automobile sector, is regarded as a batch system. Despite the fact that a succession of equipment is linked together by pipes, the goods are manufactured in lots, and certain inventories are decoupled. Nevertheless, owing to the limited number of parallel machines required to make a given product, flexibility is still fairly modest.

Other systems, however, are more adaptable. Ice cream manufacture is a process with a fair level of versatility since it is both continuous and batch in nature. While some of the equipment is organized in a functional layout, other parts are organized in an operating sequence. Due to the several pieces of parallel equipment, the fruit vats and fruit fillers are flexible while the ice cream is continuously mixed and homogenized with no flexibility. After mixing, the substance might go along a variety of paths[9], [10].There are instances of very flexible systems in the process industries as well. For instance, the manufacturing process is seen as being similar to that of a work shop when it comes to specialty chemicals, and more specifically when producing organic dyes. Production is done in lots, and the equipment is set up in a practical configuration. High equipment flexibility and many routing options are needed due to the wide range of products. The paint business is another example of a process sector with great levels of flexibility. Many customized products are made in quantities in the paint business. Due to parallel functioning equipment and many routing possibilities, there is high flexibility.

CONCLUSION

In conclusion, the discrete sector has the ability to greatly improve operational effectiveness, waste reduction, and overall performance by using lean concepts. Organizations may optimize processes, boost quality control, better inventory management, and develop an engaged workforce that promotes continuous improvement and operational excellence by using lean tools and practices. For the discrete sector to successfully embrace lean, the employees must be empowered and engaged. Organizations may cultivate a motivated and empowered staff that actively engages in lean efforts and propels lasting gains by encouraging a culture of cooperation, offering training and development opportunities, and rewarding employee contributions.

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OVERVIEW OF THE STEELMAKING PROCESS AND ITS SIGNIFICANCE

Ms. Neha Saxena*

*Assistant Professor,
Masters In Business Administration,
Presidency University, Bangalore, INDIA
Email Id-nehasinha@presidencyuniversity.in

ABSTRACT:

The steelmaking process is a complex and crucial industrial operation that involves the transformation of iron ore into steel, a versatile and widely used material. This chapter provides an overview of the steelmaking process, highlighting its key stages, methods, and technologies. It explores the primary methods of steel production, including the basic oxygen furnace (BOF) and electric arc furnace (EAF) processes, as well as the essential steps involved in each process, such as raw material preparation, ironmaking, steelmaking, and refining.The chapter emphasizes the significance of the steelmaking process in various industries and its contribution to economic development. Steel is a fundamental material used in construction, automotive manufacturing, infrastructure development, and many other sectors. Understanding the steelmaking process is essential for optimizing production, ensuring product quality, and minimizing environmental impacts.

KEYWORDS: *Alloying, Blast Furnace, Casting, Continuous Casting, Converter, Electric Arc Furnace (Eaf).*

INTRODUCTION

When compared to other process sectors, the quantity of raw materials needed in the steel industry may be thought of as being on the lower end. When compared to other process industries, the steel industry's ultimate output may be regarded as being in the medium to higher end of the range in terms of product volume. The steel sector would also be considered to be in the center of the spectrum in terms of equipment and adaptability. It might be said to have dedicated, general-purpose, and specialist equipment. At the finishing mill, where there are several comparable machines that may process items in simultaneously and where coils can adopt a variety of alternate routings depending on the type of product, the degree of flexibility tends to trend toward the upper end. Near the middle of the production process, the non-discrete products of the steel sector start to become discrete.

The steel sector may be considered a promising candidate for adopting lean manufacturing based on the taxonomy created. It is more appealing to lean manufacturing due to its reasonable flexibility, alternative routing, parallel machines, numerous hot mill furnaces, numerous annealing furnaces, numerous pickle lines at the finishing end, and the fact that its non-discrete products become discrete relatively early on or in the middle of the manufacturing process. Thus, in this setting, it may be possible to adopt techniques like the kanban pull system, production leveling, setup reduction, TPM, 5S, and others[1], [2].In general, the taxonomy gives us guidance for identifying the characteristics of a particular sector that qualify it for lean. Even if it could be difficult to apply all strategies to all industries, it is feasible to determine the best tools for a certain industry based on the characteristics of its products and processes as well as its level of adaptability. Therefore, lean manufacturing is a suitable match for sectors like metals and textiles. The production environment in the metals sector mirrors that of steel, making it a strong fit for lean techniques like JIT, setup reduction, TPM, and 5S. Early in the production process, the product in the textile sector becomes non-discrete, making it a good candidate for lean manufacturing techniques. To change from one sort of product to another, for instance, setup reduction and production leveling might be modified.

Another area that offers more equipment flexibility is specialty chemicals. One machine may produce several distinct products because to the equipment's functional arrangement, which is what makes the production system resemble a work shop. By using various cells for various product categories, cellular manufacturing may be customized for this sector of the economy. Since each cell may have such dedicated machines in accordance with the items that can utilize them, this industry has parallel, dedicated, general-purpose, or specialized equipment.As it was said previously, some lean tools would be well suited for certain sectors with limited raw material variation and large product volume, such as drinks, but not others. It should be made clear that this does not imply that process sectors that do not fall under this heading have no opportunity to apply lean. To determine which lean tools would work well and which would not, rather particular lean tools should be analyzed. For instance, businesses in the beverage, brewing, and paper sectors often produce large volumes of goods.

By definition, this results in a continuous flow of their processes; yet, it would be challenging for these businesses to reorganize their equipment in a cellular approach. Furthermore, introducing a kanban pull system in such a setting is unfeasible. Additionally, given the specialized equipment, huge volume, and limited choice of raw materials in certain businesses, setup reduction may not be appropriate. To maintain high equipment reliabilities, however, TPM is especially critical in these sectors since the goods move in continuous flow. And last, every industry may use tools like the visual system and 5S.There are several lean tools that may be used in industries that are on the opposite side of a large diversity of raw materials and low volume of output. For instance, the manufacture of tiny batches may be facilitated by the use of techniques like setup reduction in the paint, specialized chemical, and pharmaceutical sectors. Additionally, techniques like 5S and visual systems might be simply used[3], [4].

DISCUSSION

In order to make steel, iron ore, limestone, and coke are combined in a blast furnace and heated to temperatures over 3000° F using hot air blasts that use the carbon in the coke as a reducing agent. Molten iron is created when hot air eliminates oxygen and other impurities after it has reached a molten state. The iron picks up some carbon throughout the process. In steelmaking furnaces, the carbon is removed by combining molten iron and scrap to create steel with the correct carbon percentage. Steelmaking furnaces come in a variety of designs, such as the fundamental oxygen furnace, open-hearth furnace, and electric arc furnace. During tapping from the furnace to the ladle, other alloys including silicon, manganese, and aluminum may be added to the molten stream after the carbon is removed. The ladle's molten steel is poured into a large mold, where it is allowed to cool and solidify as an ingot. The ingot is then cooked again in a soaking pit, a kind of oven, at the proper and consistent temperature. This heated ingot is subsequently rolled into blooms, billets, and slabs forms in primary mills. The term semi-finished steel product refers to these three types of steel. By adopting continuous casting equipment, the molten steel may be shaped in more contemporary ways. In continuous casting machines, molten steel is poured into a large reservoir mold where it hardens. It is cut into the required blooms, billets, or slabs at the machine's output.

The blooms, billets, or slabs are moved to the hot rolling mill where they are rolled into steel products that may be utilized by various industrial sectors, including as plates, bars, structural forms, wires, nails, sheets, coils, and tubular items. the many phases taken in the production of steel, from raw materials to final goods. Using continuous casting equipment, blooms, billets, and slabs are produced at the front of the steel industry's batch process. However, there is a work shop-style process present as one advances toward the rear of the procedure. The following are some other features of the steel business that may be summed up:

1. Large and rigid in terms of product mix, equipment is.

2. Products are heavy, which restricts the available modes of transportation.

3. Normal shutdown times are lengthy.

4. Costs associated with equipment setup and replacement might be high.

5. Some procedures must be carried out in groups.

Brief Industry Analysis of Steel

The adoption of lean manufacturing within the steel sector is a topic that has not been covered in the literature. In order to determine if steel businesses were using lean manufacturing, we decided to poll a sample of them. The survey's objective was to learn more about the present levels of lean implementations and the motivations behind the lean movement. Only integrated steel factories were included in the assessment, which examined steel businesses throughout the country. Integrated steel plants, which generally have a steel-making capacity of 2 million tons or more per year, start with raw iron ore rather than scrap steel. The steel factory database was used to find the contacts.

To several integrated steel facilities around the United States, a total of 23 questionnaires were distributed. For a total of six surveys, four were returned through mail and two were gathered via phone as a follow-up. Either online or over the phone, the survey took around 10 minutes to complete on average. The postal survey was sent out to businesses with a month to answer. A follow-up phone call was made to try to finish the survey over the phone if there was no answer after a month. Two of the businesses who were contacted by phone and offered the survey were unwilling to participate. The remaining businesses were called, but either no one could be reached because the contact person had left the business or because they weren't eligible to respond to the survey.The firms that participated in the study were mostly located in the eastern half of the country, with one in the middle and one in the western half. One company developed lengthy items, while the other five made flat products. The survey is reproduced in Appendix A.

As we can see from the, all businesses said that the motivation for adopting lean was to become cost-competitive. The use of JIT and TQM was reported by five of the six firms, and some also mentioned utilizing 5S and setup reduction. All six companies reported using TPM. Three businesses are just starting to adopt lean, two are in the middle, and just one is at an advanced level. Some of the difficulties these businesses have while adopting lean include modifying long-standing corporate policies, dealing with unions, dealing with automation, staff training, and altering employee mindset.Lean has reportedly helped them save money, improve customer happiness, cut down on machine downtime, and create a better, safer work environment.The study results clearly show that steel companies are beginning to recognize the need of using lean manufacturing practices in order to remain competitive in today's international market. The poll backs this up by finding that most senior management in the businesses is extremely supportive of implementing lean efforts. They are gradually implementing these lean practices and working to alter the traditional way of thinking about how the steel industry is operated.

ABS Value Stream Mapping

We begin by giving a brief overview of ABS's manufacturing process. The building of the future state map for ABS will come after we construct the present state map for ABS.

ABS description

Numerous items made by ABS are largely utilized in the manufacture of appliances. This value stream mapping is focused on the annealed product type, a single product family. Three different annealed product types are produced by ABS: continuous annealing, hydrogen batch annealing, and open coil annealing.For this product family, ABS's manufacturing operations begin with a blast furnace, where raw materials such skips of iron ore, coke, and limestone are regularly charged to the top of the furnace. Then, from the tap hole at the base of the furnace, liquid iron's raw material, which is now very hot and melted, is poured into sub-ladles. The liquid steel is created by transporting the liquid iron in a sub-ladle to the Basic Oxygen Process, where scrap is added and oxygen is breathed in to burn off extra carbon. This first liquid steel may either travel to a Ladle Metallurgical Facility or a Degasser to further refine and eliminate impurities, depending on the grade of the final steel to be produced. Following refinement, the liquid steel is transferred to a dual-strand continuous caster, where steel slabs are cast to precise client widths[5], [6].

From the continuous caster process to the finishing mill plant, the hot slabs are subsequently transported by train and rack cars. The slabs are unloaded to the slab yard where they are piled in a storage facility while they are ready to be sent to the hot mill. After being transported to the hot mill, the slabs are loaded into one of five reheat furnaces. A slab is heated in the reheat furnace to a temperature of around 2400° Fahrenheit before being reduced to a sheet by being run through many sets of rollers. The hot rolled coils are then moved to a location known as raw coil storage and secured with straps while they wait to cool for an average of three days.The product is transported to the pickling process from the raw coil storage. In the pickling procedure, coils are welded into larger lengths and then cleaned of scale and rust that have adhered to the coils as a consequence of rolling by being placed in an acid solution. Coils are precisely sheared to the correct coil size at the end of the pickle lines to meet client specifications. The banded coils are taken to the cold-reduction mill after being pickled, where they are again put through a series of rollers to thin them down even further. According to the requirements of the client, these rollers take the coils at room temperature and roll them down to narrower gages.

The process of annealing, which comes after cold rolling, softens the brittle and hard coils so they may be robust and formable. Open coil annealing, continuous annealing, and hydrogen batch annealing are the three different kinds of annealing procedures. A wire is passed through the center of a rolled coil during an open coil annealing process to cause the coil to expand. The coil is placed inside of a furnace, where the expanding band receives all of the heat. Stovetops and washing machines are among the items produced via open coil annealing. For homogeneous metallurgical characteristics and enhanced surface cleanliness, hydrogen batch annealing is utilized. The doors of refrigerators and other equipment are heated continuously.The coils go to the temper mill after annealing, where the final metallurgical characteristics, degree of flatness, and level of surface roughness are established. The coils are bundled and sent to the end client after leaving the temper mill. The coil movement at ABS as it goes through the finishing mill production process[7], [8].

Value Stream Mapping: Map of the Present State

Electronic Data Interchange and telephone calls are used by company planning to get schedules from recurrent and one-time clients. Major ABS clients contact or make their requests through EDI for the next weeks when the repetition schedule is received on a weekly basis. The amount and the order delivery time are more or less constant since they are loyal clients. Spot consumers, on the other hand, produce daily schedules. The open market clients monitor their warehouse inventory levels daily, and if they go below a specific level, they transmit their requests by EDI or phone.There are typically two scheduling groups in business planning. One is for liquid steel used at the hot end, which typically uses the blast furnace and caster. The second is the group in charge of scheduling the finishing mill, which manages the product from the hot strip mill until delivery. Business planning enters orders and projects the deadline by which they believe they can fulfill them. Every week, they rough schedule it on the manufacturing units. They then added a route and a plan week to the order. To schedule and manufacture this schedule, it is delivered to the hot end and the finishing mill facility. They carry out the strategy and endeavor to fulfill the target orders at each production location.

Making ensuring that there is adequate raw material on hand and that each unit has enough capacity is another aspect of business planning. The timetable needs to be realistic and fair. This operational schedule serves as the foundation for evaluating how effectively the day-by-day and weekly increments adhere to the plan. When necessary, the timetables may then be revised further to become daily or even bi-daily schedules. These are then used to move orders through the manufacturing plant.Trucks, trains, and barges are the three transportation methods used by ABS. Every day or every week, various consumers get shipments. With the exception of severe shutdowns, the factory operates continuously around-the-clock, 365 days a year. All production departmentsaside from continuous annealing, which has two shiftsoperate on a three-shift system. Each shift lasts for eight hours.

All information for the present state map was gathered using the method suggested by Rother and Shook. The shipping department served as the starting point for the data collection for the material flow, which proceeded backward all the way to the blast furnace process. Snapshot data was collected, including inventory levels before to each step, process cycle timings, the number of personnel, and changeover times. All other times shown on the current state map are based on average time, with the exception of the inventory levels. As shown in the state map, all processes from the blast furnace to the continuous caster are thought of as the hot end. For the hot end, where the flow is continuous and the liquid steel travels in a ladle in batches of one, inventory levels are extremely low, just like on the map. Only the space between the blast furnace and the BOP may contain more than one sub-ladle waiting. Due to the blast furnace releasing ladles quicker than the BOP can handle them, the current status map of 1,384 tons of liquid iron in inventory reflects this. 60% of the ladles are reportedly waiting an average of 45 minutes between the two operations, according to the employees there[9], [10].

Future State Map for Value Stream Mapping

When creating the present state map, where target areas for improvement begin to emerge, the process of describing and defining the future state map really begins. Several characteristics stick out when examining the present state map for ABS, including the enormous inventories, the stark contrast between the production lead time and the value-added time, which makes up just approximately 11% of the total, and the fact that each process follows its own timetable. Lean manufacturing seeks to improve customer needs fulfillment across the whole value chain. We strive to uncover lean manufacturing solutions to reduce inventory and lead-time in our present state map in order to achieve the optimal state map. The underlying tenet is that the more inventory there is, the longer each item must wait for its turn. As a result, the lead time and inventory are reduced, which forces and exposes other types of waste to the surface and provides a chance for their eradication.

Quality gains will be produced automatically by reducing inventory and achieving on-time completion. For instance, lowering the quantity of work in progress would decrease the number of flaws that need to be fixed, improving quality. Less WIP also makes it simpler to identify the source of a fault. We use a methodical approach to solve these problems in which we attempt to provide solutions to a series of inquiries. This enables the creation of an ideal future state map that will aid in the effort to get rid of the many forms of waste in ABS's existing production system.

Completed Goods Market

A supermarket is nothing more than a shipping-ready product buffer zone at the conclusion of the manufacturing process.A kanban signal may be used by the shipping division to approve the removal of the merchandise from the store. The quantity of kanbans assigned to the store would determine how much space was allotted. Each kanban, for instance, is connected to a certain number of coil cradles or permitted spaces in the supermarket; when the inventory level in these spaces drops below a given level, a signal to resupply the supermarket is sent.Conversely, manufacturing directly to shipping needs entails simply making products that are prepared for shipment. At the moment, ABS manufactures all of the annealed items and sends them straight to a shipping location where they are kept with other goods awaiting shipment. However, because items are saved via a push system, this is done on the fly. Before being sent, the coils might sit in the warehouse for a while. Since there is a C-hook crane that can move the coils freely, transporting them is not a major problem even if the coils are big and ABS is expected to produce for a supermarket. The coils should be kept in a designated area of the warehouse by ABS using a kanban system. When the supermarket's stock reaches a specific level, the temper mill would be prompted to plan the annealed items to supply the store in accordance with the pitch, which will be covered in further depth.

Pull System Grocery

A pull system supermarket is a system for all seasons, which means that it can function in the steel sector as well as any other discrete business despite scheduling constraints. The hot end at ABS is a continuous flow process by design, as we shall describe in the next question, eliminating the need to add a supermarket. At the finishing end, when there is a lot of merchandise spread across many workstations, a supermarket must be added.As stated in Question 2, ABS will provide the annealed products to a finish-goods retailer. Coils are removed from the shipping basket, and the relevant kanban is then delivered to the temper mill and put in a load-leveling box. In Question 7, this will be covered in more detail and clarified. To provide a continuous flow to the finishing mill, six more supermarkets are required: one before the pickling line, one before the cold reduction process, one before the temper mill, and one before each of the three annealing operations.

The pickling area will be utilized before the first supermarket. Coils are pushed toward pickling by the hot strip mill, which causes inventory to build up in front of the pickling line. Since both of these lines are shared resources, the supermarket's replenishment will be controlled by a kanban pull system. A customer and suppliers are necessary for the pull system. Pickling is the client in this situation, while the hot strip mill is the provider. The kanbans are moved from the store to cold reduction via a pull signal from the temper mill. When the quantity of coils in the supermarket falls below a trigger threshold, the identical pull signal will be transmitted to the hot strip mill to refill it.The second supermarket will be built with the intention of stabilizing the pickling area's annealed product output. Both workstations are shared resources, and the inventories for pickling and cold reduction are substantial. Additionally, since ABS executes its schedule in batches according on the coil diameter, gauge, and product, a supermarket must be set up to handle variations in the schedule. This supermarket will manage its replenishment using a kanban pull system. It should be noted that the pickling process might operate other items so that it is not idle whenever the store is full. Additionally, business planning no longer provides a timeline for pickling for the annealed items[11], [12].

The front of the annealing workstations will each have a third, fourth, and fifth supermarket. The supermarket, for instance, will be utilized for coils that are prepared to be installed in HBA furnaces. Here, coils are also supplied to the HBA via a kanban pull system in response to a signal, which is also utilized to restock the store by the cold reduction mill. The same rules will apply to the grocery stores located before CA and OCA. The cold reduction mill will no longer need a timetable from business planning for the annealed items for the third, fourth, and fifth supermarkets and may operate other product types when those supermarkets are at capacity.Prior to the temper mill will be the final supermarket. This grocery section will be devoted to such items as annealing produces 96% of the products that are sent to the temper mill. Coils will be supplied to the temper mill using a withdrawal kanban signal, and the same signal will be transmitted to one of the annealing lines to start production so that the supermarket may be restocked.

ABS will be able to decrease its inventory and, as a consequence, its lead-time thanks to the supermarkets or kanban system that will be implemented. The kanban system's working conditions are simple yet efficient. For instance, if there is a free coil place in the supermarket to accept the coil before the cold mill, the pickle line may process the next coil in line. By definition, if the grocery store is full, the cold mill does not need an additional coil. There are two options available in this situation: either the pickle line's output rate should be slowed to equal that of the cold mill, or it should be stopped. The second choice in a steel mill is expensive. What can one do in this situation then? Naturally, the supermarket is only intended for annealed items, so in the questions that follow, we'll talk about how manufacturing orders will be issued and at what intervals they'll be supplied. The pickle line may be altered to accommodate other product kinds if the grocery store is full until the time of the next order for the annealed product is reached, is the solution to the inquiry. By doing this, we avoid creating more than the store can handle, as well as meeting the needs of other product categories without having to shut down the pickle line.

The next thing we need to do is establish how each store that uses a kanban pull system should seem. Coils cannot be stacked on top of one another or laid on the floor, to start with, which is a straightforward restriction. Every coil has to be put into a coil cradle, and the number of cradles depends on how many kanbans are in that particular store.

The quantity of inventory allowed in a supermarket is restricted by the need that every coil be on a cradle, which reduces lead times. The spacing between coils will be raised and handling damage, one of the most prevalent forms of defects in a steel mill, will be decreased if inventory is restricted to a certain number of coils. Additionally, shorter lead times translate into quicker deliveries and happier customers. Along with fewer problems on the shop floor, the supermarket will hasten their detection, increasing the likelihood of identifying a defect's fundamental cause early in the process. Early defect discovery is crucial, especially in the steel sector because a coil's value increases as it gets farther along in the production process and finding the fault later may be quite expensive. For instance, a faulty prime product may be demoted to non-prime classification, which often carries a heavy fine. Another advantage of the supermarket is that it gives staff members on the store floor a visible way to manage inventories and respond quickly to unforeseen events. It is evident that a kanban-controlled grocery store system may reveal a variety of wastes that are present on the production floor, allowing corrective action to be taken to lessen or eliminate these wastes.

CONCLUSION

In conclusion, Steel is a vital commodity used in many different sectors, and the steelmaking process is essential to its manufacturing. For steelmaking to be effective and sustainable, it is crucial to comprehend the processes, technologies, and stages involved. Professionals in the steel industry may optimize production processes, raise product quality, and guarantee sustainable and effective steel production by developing a thorough grasp of the steelmaking process. Additionally, improvements in steelmaking technology, such recycling and energy-efficient procedures, continue to spur innovation and lessen the environmental effects connected with the manufacture of steel.

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MAJOR CAUSES OF MACHINE BREAKDOWNS AND ITS IMPACT

Dr. Vijayarengam Gajapathy*

*Professor,
Masters In Business Administration (General Management),
Presidency University, Bangalore, INDIA
Email Id-vgajapathy@presidencyuniversity.in

ABSTRACT:

The chapter emphasizes the importance of identifying and addressing the root causes of machine breakdowns. Mechanical failures, such as component wear, misalignment, or inadequate lubrication, can result in unexpected machine failures. Electrical faults, such as short circuits or motor failures, can cause machinery to malfunction. Operator errors, including improper usage or lack of training, can lead to accidents and machine breakdowns. Inadequate maintenance practices, such as irregular inspections or neglecting scheduled maintenance tasks, can contribute to premature machine failures. Environmental factors, such as temperature variations, humidity, or contaminants, can also impact machine performance and reliability.

KEYWORDS: *Environmental Factors, Improper Maintenance, Insufficient Lubrication, Operator Error, Overloading, Power Supply Issues, Poor Quality Materials.*

INTRODUCTION

The hot end and the finishing mill are often situated close together in steel mills; but, in ABS, they are nine miles apart. In the steel sector, batch sizes are often fixed and the production equipment is not readily movable into the traditional cellular layout. However, continuous flow production is the foundation of the steel industry itself. For instance, the flow of liquid steel from the blast furnace via the BOP, the degasser or LMF, and ultimately the continuous caster is continuous even if the workstations are not set up in a cellular form at ABS. Instead, the liquid steel travels in a ladle in a batch size of one. However, the slab has a variety of routing options at the finishing mill. In addition to the fact that the steel sector is not well suited for cellular flow, it is challenging to implement a continuous flow due to the various cycle periods and downtimes of the workstations. It is also impossible to combine these workstations at the finishing mill in order to achieve a continuous flow since many of the workstations are constrained to various timetables based on width, gauge, and product type. Therefore, creating a flow is not a problem in the steel sector. The emphasis should be on creating a system that allows for customer pull.

Cycle Time at The Finishing Mill

As was mentioned in the last question, the bottleneck is between the pickle line and cold mill, thus the introduction of supermarkets run on a kanban system pushes the whole steel mill to pace every workstation to that speed. Every procedure has something in common. As a result, the mill starts to adopt the special characteristics of an assembly line, where each product begins to flow rather than stop and start. When the supermarket between the pickle line and the cold mill is full, as was described in the previous question, the pickle line may switch to producing other product kinds. All of the system's supermarkets are faithful to this. By definition, this implies that no machine is halted and no product is waiting since we are generating continuous flow and attempting to sustain it by moving to other goods. It is now more important than ever for the production workstations to coordinate and communicate with one another, changing the emphasis from improving specific operations to improving the whole steel mill.

The Pacifier

Only one point in the supplier-to-customer value stream has to be scheduled in order to stop overproduction at any workstation in the value stream. Because it regulates the rate of production for all upstream processes and connects the downstream and upstream processes, this point is known as the pacemaker process. The flow downstream from the pacemaker must be continuous, and every workstation upstream produced by a pull signal from the next downstream process. There shouldn't be a supermarket downstream of the pacemaker process since it is typically the continuous flow that is farther downstream in the value stream[1], [2].

Since ABS's hot end and finishing mill are housed in separate facilities, it is impracticable to schedule one process to take place during both. Due of this, one schedule will be given to the continuous caster in order to establish a baseline for the hot end production area. The temper mill will thus serve as our finishing mill's pacemaker process. The temper mill will provide the groundwork for the finishing mill's whole output.A heijunka box, also known as a level loading box, will be positioned next to the temper mill in the future state. According to the predetermined timetable, kanbans will be added to the box containing items from business planning. A manufacturing order for the annealed items is used to define the timetable. The answer to the following question will describe the manufacturing process used to meet daily demand.

Production Stabilization

The foundation for answering this issue is to evenly divide the three annealing processes' output across the pacemaker process's manufacturing duration. This calls for scheduling many batches of the same sequence. This will enable ABS to prevent extended lead times, a significant volume of finished products inventory, quality issues, and more generally, wastes associated with overproduction. Here, we'll assume that the coils' scheduling width and gauge are fixed.Three different annealed product iterations are processed using ABS. HBA, OCA, and CA are the three. The pacemaker process should get a schedule from ABS that will guarantee that each component is produced at a steady rate. The product sequence that balances the mix and maintains a consistent rate for the three separate products will be determined using a formula.

Process Optimization

Improvements and activities must be taken in order to put the future state into effect in order to achieve the material and information flow that ABS has envisioned. Without taking process improvement actions including particular lean tools, it is impractical to expect to reap the advantages of the supermarkets, kanban control, takt time, pitch, production leveling, continuous improvement, and other improvements outlined in the prior question.The next sections discuss the lean tools ABS may use to make the needed improvements and the suitable state map. The future state map will show kaizen bursts for the lean manufacturing tools.

DISCUSSION

Setup Reduction

One of the most important things that ABS must use is set up reduction at various workstations.

The amount of time needed for changeovers at various ABS processes. As in the, four workstations undergo changes. At ABS, there are two different kinds of changeovers: one for work rolls and one for backup rolls. There is also a tundish switch for the caster. There are two rollers at the top and two rolls at the bottom of ABS's hot strip mill, which is referred to as a four-high mill. Together with the backup rolls, the work rolls shape the steel under the influence of hydraulic pressure. All of the workstations manually switch over to backup rolls. However, in the hot strip and pickling mills, the work rolls are switched over manually, whereas at the cold and temper mills, an automated roll changer is used. After a specific amount of heats in the caster, a tundish changeover is necessary twice a day.We advise using setup reduction concepts to shorten the time required for the various changeovers at ABS so that we can respond to downstream use more quickly. The main goal of setup reduction is to minimize the changeover-related shutdown losses. The following actions are advised in order to shorten the time needed for changeover for the various processes at ABS.

Distinguish between the internal and external setup. The objective is to distinguish between jobs that can be completed while machines are still operating and those that must be completed after the machine has been stopped. Every single item required for carrying out the subsequent process, such as tools, required people, and standards, is listed on a checklist for each changeover operation. Then, decisions are made on what has to be done when the machine is stopped and what can be done while it is operating. For ABS, this entails getting the next roll ready to go into the machine while it is operating. The next roll to be inserted into the mill requires polishing, mounting of hoses and cables, and tightening of bolts. We advise doing such tasks as an external setup while the system is operating, as opposed to waiting to do so when the machine is off.

Use an automated roll changer to replace backup rolls; at ABS, this is presently done manually using a lifting mechanism, which adds significantly to the time required to transfer the rolls. Use an automated roll changer to transport the roll from the roll warehouse to the needed mill by mounting it on a panel. At the moment, only the work rollers at the cold and temper mill get this treatment. The amount of time needed for changeover may be greatly reduced by using an automated roll changer.It's important to identify and rearrange the methods used to get tools and components to the machine.When they are externalized, time is reduced even further since tools and components may now be collected while the machine is still in operation, as opposed to the past, when they could only be collected after the machine was shut down.Finally, the mill next to the process should have prepared rollers ready to be installed.For instance, a work roll must be close to the cold mill if it is to be put on the cold mill after another roll. This entails retrieving the roll before the machine is halted from the roll warehouse.

TPM

The absence of an all-encompassing program for productive maintenance is one of the key reasons why machines break down. Due to the nature of the steel business, many steel mills do not have the luxury of updating equipment. Steel mills often operate at full capacity, delaying routine maintenance that is required. For instance, at ABS, a planned shutdown is carried out every two months to complete blast furnace maintenance tasks. scheduled hot end maintenance periods at ABS. The likelihood of machine failure increases with increasing time between planned maintenance, which increases the anticipated number of quality defects. The distribution of failure rates at ABS. In a steel factory, if the blast furnace breaks down, it would be incredibly expensive since orders would need to be backlogged and there would be no metal moving through the system, putting the operations in need of an extremely costly overhaul[3], [4].

The duration of the downtime is another issue that steel mills face. Extended downtimes resulting from planned maintenance will interrupt the whole procedure. The dependability of the machinery is crucial to the kanban pull system's performance. A planned maintenance time of, say, 10 hours would disrupt the system's flow. In the future state design, a pitch of 1.5 hours was decided to release kanbans to the system. As a result, machine downtime in a lean manufacturing setting becomes unacceptable and necessitates a new maintenance strategy. The following TPM actions are advised in order to prevent all the chaos that machine failure and prolonged downtime might bring about. Split maintenance intervals. By dividing the maintenance procedure into smaller, more frequent portions, the planned maintenance time may be better used. For instance, we would prefer to do the same amount of work in 4 hours done every three weeks rather than arranging one 16-hour maintenance downtime for the blast furnace every two months. By doing this, we would get rid of little deviations from typical equipment conditions that are often disregarded and postponed for a very long period. Additionally, we would see fewer failures, increased machine uptime, and a reduction in expensive overhauls.

It is necessary to arrange each individual unit that needs repair in such a way that the inventory shortages brought on by shutdowns trickle down through the process. For instance, when the pickle line needs repair, the kanbans in the store that are in front of the cold mill become empty. As a result, the cold mill undergoes maintenance, allowing the supermarket in front of the annealing lines to empty and the supermarket front of the pickle line to restock. The annealing lines are next serviced, and so on.Plan any unexpected downtime as required. ABS should look at the vital signs and deduce what the equipment is attempting to tell us rather than looking to a calendar to determine what care the equipment requires. Continuous monitoring, dependability analysis, and condition assessment may be used to achieve this. At each workstation, a quick visual inspection may be conducted during machine operation at a specified time. It is possible to check a number of things, including machine speed, roll wear, and cleanliness. For instance, if the pickle line is not moving at its usual rate, the line has to be halted and the issue needs to be looked into. Second, data on machine failures and downtime may be gathered, and failure rates for each machine can be examined. Last but not least, condition assessment entails mounting sensors and tools on every machine that may identify irregularities, such as vibration analysis equipment and calibration tools. It is possible to monitor and compare a few crucial machine parameters to benchmarks. To begin, ABS should concentrate on scheduling unforeseen downtimes for operations with multiple resources, preventing coil backup[5], [6].

JIT

ABS should make use of the just-in-time pull mechanism in order to fully profit from the supermarket kanban system. The pull mechanism for the annealed items is the foundation of the kanban system described in Question 3. The steps required to create the kanban pull system are simple yet effective in maintaining efficiency with little inventory. The fundamental premise is that we are solely addressing ABS's genuine customer demand for the annealed product line. To implement JIT, ABS must do the following actions. Only when a downstream work center identifies a demand for a component can a work center begin production. This signal will be controlled by the pitch at ABS. The load leveling box's kanbans will determine how much work is released from the temper mill throughout the day, until all real customer demand has been met.

The kanban signal sent out by the temper mill actually pulls components through the system. The quantity and kind of WIP stored between work centers is kept under control by adding and deleting kanbans from the load leveling box.There is no need for the process upstream to generate whether any specific supermarket has the precise quantity needed for the pitch. In essence, coils from the grocery store will be removed, allowing the upstream product to fulfill other kinds of items. For instance, if the supermarket after it is above a certain trigger point, the pickle line may roll galvanized goods.In order to assess the advantages of integrating the three technologies mentioned above at ABS, simulation will be employed throughout the course of the following two sentences. The simulation will provide the future state map's inventory level and lead time. The future state map will no longer be a static image but a dynamic representation, and the simulation model provides results that are challenging to achieve with value stream mapping alone.

Value Stream Mapping Support

The methods covered in Question 8 of the future state map simulation are used to assess the future state map and the effects of lean manufacturing. By assessing the proposed map's effects, analyzing, evaluating, and improving for various future state scenarios, as well as for identifying areas for improvement, simulation may support value stream mapping. The three quantifiable lean manufacturing techniquesthe production system, total productive maintenance, and single minute die exchange receive the majority of attention.A complete factorial design was employed with the simulation in order to investigate the current condition and assess several possibilities for the future state map. The three elements the production system, TPM, and setup reduction mentioned in the preceding sentence will all be examined.

By full factorial design, we imply that we look into and reproduce using the simulation model all potential combinations of these levels of these components. If there are n1 levels of the production system, n2 levels of TPM, and n3 levels of setup reduction in our situation, for instance, each duplicate would have all n1n2n3 potential treatments.A 2k factorial design, in which k is the number of factors and 2 is the number of levels for each component, was used to conduct the experiment. In this instance, k is equal to three, and each element will be analyzed on two different levels. Lead-time and work-in-process inventory were chosen as our two main performance indicators. Looking at the present status map, where lead-time relative to value added time is enormous and WIP inventory is also enormous, the rationale for using these two measurements became clear. Significant cost savings and quality improvement will be achieved automatically by lowering lead times and WIP inventories. WIP inventory and lead-time are also connected; typically, the more the WIP, the longer the lead-time, and vice versa[7], [8].

Production Method

The two tiers employed for the production system factor will be push and hybrid systems. The push system is a representation of how coils are now being pushed through the system at ABS. However, the hybrid system was created using a map of the potential future states. A kanban pull mechanism will be employed to move the work through the system starting at the pickling line to satisfy the real demand. At ABS, the products follow a continuous flow from the blast furnace to the finishing mill, when the continuous flow is disrupted, as was specified in Question 4 in the construction of the future state map. The hybrid system will operate by pushing work through the hot end continuously until it reaches the hot strip mill at the start of the finishing end. The system will be based on a kanban pull system from the buffer zone between the hot mill and the pickling line onwards, where the annealed products will be pulled from upstream workstations beginning with the pickle line and going all the way to the shipping area. Slabs are created in this hybrid system partially in a process-oriented flow and partially as coils in a product-oriented flow. The push-pull border will be where the pickling line and hot mill converge. The goal of this system, as described under Question 4 for the future state map, is to keep the flow going while creating a system that allows for customer pull.

Using a push system up to the hot strip mill, the hybrid system was replicated in the simulation; in essence, this implies that this aspect of the system is identical to the situation at ABS right now. On the other side, the system was designed as a pull system beginning with the pickling line and employing kanbans to manage the inventory between the workstations. Each kanban between a pair of workstations is represented as a resource in order to describe the kanban pull mechanism. One kanban and one workstation are taken simultaneously by an approaching entity. The workstation is freed as soon as it has finished processing the entity, but the kanban is kept. After then, the object moves on to the next workstation. At this point, the entity seizes the workstation and a kanban from the kanban set for the later workstation, releasing the kanban from the first workstation in the process. As a result, an entity holds onto a kanban from one workstation until it gets a kanban from the next workstation. This makes sure that the former waits for the latter to give it the pull signal before starting its job. In other words, until it gets the next kanban authorization moving to the next workstation, the component keeps the kanban from the previous workstation.

The overall work in progress (WIP) on the pull side of the hybrid system is capped at the total of the kanban cards in each kanban set. According to the definition provided in the previous section of the future state map, each kanban set is by a supermarket. The average system WIP level may be determined by adding the average utilizations of the kanban resources in the simulation, since each coil in the supermarket will have a kanban card linked to it. By heuristically adjusting the relevant number of kanbans in the simulation until the target throughput is reached, the number of coils for each supermarket will be established. The number of kanbans in the simulation may easily be changed since each kanban set is described as a resource. The hybrid system needs to reach a throughput of 9000–9800 coils. This throughput rate was determined using previous data. With 1000 kanbans at the pickle supermarket, 100 at the cold reduction, 10 at open coil annealing and hydrogen batch annealing, 20 at continuous annealing, and 45 at the temper mill, a throughput of around 9200 coils was achieved. The enormous number of kanbans in front of the pickling line is due to the fact that here is where the push and pull systems converge, and as one proceeds away from this point, the number will decrease due to the pull system's inherent limitations. Additionally, it should be emphasized that only the annealed goods would be pulled for this simulation; as a result, their value stream would vary from that of the other products in the system, which are being pushed.

Only the inventory upstream of the pickle line and downstream to the temper mill will be used to compare the WIP inventories for the push and hybrid systems. The reason for this is because all previous inventory levels are similar since the systems being compared are identical up to this point; hence, the difference between the two systems in terms of WIP inventory will occur after the push-pull boundary point.The two levels for the TPM factor are denoted by the labels without and with. The without level corresponds to the maintenance practices currently used by ABS, as described in Question 8 of the future state map. The planned TPM technique, which was also described in Question 8, will be the with level. By dividing the maintenance process into smaller, more frequent segments, the latter technique halves the allocated maintenance time. Additionally, each unit that needs repair must be organized such that the inventory shortages brought on by work stops for maintenance flow through the process. As an example, if the pickle line needed repair, the kanbans in the supermarket in front of cold rolling would empty. As a result, the cold mill needed maintenance, which allowed the pickle line to refill its supermarket, and so on.

Here, it is emphasized that switching to a TPM environment may drastically cut down on sporadic machine failures, which in turn reduces inventory and lead-time. First, by teaching production staff at each machine how to do basic monitoring maintenance, as described in Question 8, this would immediately increase the machine's availability. By doing this, the production staff, who are the finest assessors of the equipment's condition, would fix the problem right away. As a result, the likelihood of a machine breaking down as a result of a delay would be reduced. Also, if the production team is doing these tasks, there will be less demand for maintenance personnel.Second, it has been shown by researchers using the TPM literature that using TPM significantly reduces machine breakage. By mathematically simulating the functioning of an ingot mill in an aluminum smelter, Nicholls demonstrated that TPM may significantly reduce unplanned maintenance. In a TPM setting, Taylor also created a linear programming model to schedule scheduled maintenance tasks at an aluminum smelting facility. The model demonstrated that TPM may be used to completely eliminate or greatly minimize machine failures and the need for overtime among maintenance personnel.

Third, downtime and other production losses are factors that are taken into account while defining TPM, which is often done in terms of total equipment effectiveness. Machine malfunctions and small stops, according to Suehiro, account for 20–30% of OEE. Additionally, Ljungberg said that breakdowns make up 20% of OEE. Due to the decrease or elimination of unexpected downtime in a TPM environment, OEE might rise. Volvo Gent claimed that after applying TPM, the OEE in the firm went from 66–69% to 90%, with the majority of the improvement coming from the reduction of machine malfunctions and small stoppages. Similar to this, Avon Cosmetics reports a notable rise in OEE once TPM was applied to their pump spray range.The Windsor facility of Westinghouse Electric Company achieved considerable savings as a result of TPM. Their average OEE from March to September 2002 was 45%. That is to say, just 45% of the time that they utilized the equipment did it result in decent output. Following the implementation of TPM, OEE increased from 45% in October 2002 to 55% and then to 72% in January 2003. Additionally, machine capacity rose by 60%, and the cost of overtime and rework was cut by $65,000 annually.

The use of TPM at ABS is anticipated to drastically reduce equipment malfunctions and minor shutdowns. The matter at hand is how much. We must point out that the statistics ABS has given us are ad hoc in nature and dependent on operators' assessment. Only information for the continuous caster and the blast furnace was based on a thorough statistical data collection. We thus make an educated assumption based on the research mentioned above and our personal assessment that the unplanned breakdown would decrease by 25 to 50% with TPM. According to one research, TPM-monitored equipment had a failure rate that was 25% lower than unmonitored equipment's. A statistical study might more accurately predict the unplanned downtime under TPM if more accurate data regarding the frequency of failures, mean time to failure, mean time to repair, small outages, and other breakdown data from ABS were available.

Making ensuring that the time for each of the many maintenance jobs for a particular process does not exceed the overall projected maintenance downtime is one of the crucial factors that must be taken into account with the proposed TPM program. ABS was consulted about this matter, and it was verified that the suggested downtime should be doable. The 64-pickle line serves as an example to demonstrate this. There are many jobs that must be performed when it is time to do maintenance on the pickle line. However, some of these are less important than others and may be completed at the next maintenance appointment. Therefore, during the pickle line's scheduled downtime, the most important jobs may be completed within that time slot, while the less important ones can be completed during the next downtime. In other words, the non-essential chores may be completed once a month and the urgent duties can be completed once every one or two weeks. For instance, repairing the worn plates on the walking beam and installing the fiberglass shield for the pickle line on the south side of the welder are not urgent chores and may be completed once per month or two. On the other hand, some jobs, like changing the top pinch roll on crop shears or replacing the top pinch roll, must be done often and should be done once every one to two weeks. By doing this, it is ensured that the four-hour maintenance window for the pickle line is long enough to accommodate the various activities. It is necessary to do comparable assessments on other pieces of equipment as well in order to confirm feasibility.

Setup Minimization

The without level at ABS represents the current condition with setup times remaining the same, and the two levels for the setup reduction factor are labeled without and with. The with level will presume that ABS will be able to reduce their changeover times thanks to the suggested setup reduction method described in Question 8 of the future state map. As before, the changeover reduction times were chosen with values that are practical for ABS to reduce their changeover time in accordance with the methods described in Question 8 of the future state map.With regard to 16, the hot strip mill setup time was slashed from 35 to 10 minutes for the backup rolls and from 120 to 20 minutes for the work rolls. Additionally, the cold reduction setup time was shortened from 120 to 20 minutes for the work rolls and from 15 to 5 minutes for the backup rolls. For other procedures, setup times were also adjusted decreased. In number 16, a dash indicates that a setup is not necessary for that specific activity.

Inventory Results

The same three components' effects on the WIP inventory were examined in a second factorial design experiment. The WIP inventory, as previously indicated, is the total of the WIP at the pickling line and all inventories up to the temper mill. Since the systems are similar up to the push-pull boundary point at the pickling line, only this component of the WIP is taken into account for calculating the production system factor. As was already indicated, the WIP inventory for the hybrid production system is just the average resource utilizations added together. The experiment is totally randomized and reproduced five times for each level-factor combination using the simulation model. This indicates that eight simulation runs with five replications each were performed. The 20 WIP inventory is organized into 100-unit units.

TPM and lead-time setup reduction. The trial for this specific firm showed that a hybrid production system and TPM may be able to cut the existing average lead time from 34.26 to 12.12 days, or almost 65%, down. If setup reduction were applied, the lead time would not decrease any more, and the factorial design analysis supported the conclusion that setup reduction was not significant.

The purpose of the second experiment was to examine how the same three lean manufacturing techniques affected the WIP inventory. Once again, the investigation showed that a hybrid production system and TPM may possibly reduce the existing average inventory level from 96.19

to 10.34 coils, or almost 89%, beginning with the pickle line and ending at the temper mill. The trial also showed a relationship between the production system and TPM. With a hybrid system, TPM wouldn't have a significant impact on WIP inventories, but it would if it were integrated into a push system. The testing also confirmed that setup reduction in this case does not seem to have a major impact on WIP inventory.

In the third experiment, the production system is fixed as a push system, and setup reduction and TPM are assessed in relation to that system. The experiment shows that TPM, but not setup reduction, would have a significant impact on WIP inventory. Under TPM, the average inventory level from the pickle line to the temper mill may theoretically decrease from 96.19 to 74.82 coils, a decrease of over 22%, even if a push system is implemented.The examination of the data revealed that, in contrast to setup reduction in this specific situation, a hybrid production system and TPM had a significant impact on lead-time and WIP inventory. This does not imply that setup reduction is not a useful lean technique for ABS, either. Instead, in this specific instance, the benefits of setup reduction are outweighed by the impact of the hybrid system and TPM.The findings are also logical; given that lead-time and WIP inventory are associated, it seems sense that a decrease in one will immediately result in a reduction in the other. Additionally, even if ABS maintains its existing push production approach, TPM may still significantly lower WIP Inventory.

It should be emphasized that the analysis's findings outline prospective gains and that there may be roadblocks in the way of fully realizing the advantages of the aforementioned lean techniques. For instance, as was previously indicated, maintenance workers may be eliminated if the planned TPM program reduces breakdowns. However, such a thing may not be permitted under union contracts. Management opposition might be still another barrier. Managers in the steel sector, for example, seem to strongly support the conventional manner of doing business, which might create opposition to a kanban pull system. However, it should be evident from the simulated research that using lean techniques might result in some huge advantages.

A Review of the Future State Map

The projected state diagram for the ABS annealed product. The map of the future state shows the experiment's findings. The suggested lean tools, such as those that will be covered in the next section, are also shown on the map as kaizen bursts to emphasize the regions that need work. After the heated strip mill, there are supermarkets between each step.As we previously said, the beginning inventory for the shipping supermarket is equal to one day's worth of demand, and ABS may alter this as necessary. According to the map, ABS only gets two schedules: one for the hot end at the continuous caster and another for the finishing end at the temper mill. The future state map now has a 39% value added time to non-value-added time ratio thanks to the new ABS enhancement.5S and visual systems are further lean tools.Some lean techniques, such as visual systems and 5S, do not lend themselves to being quantitatively assessed using simulation. Any lean implementation must include 5S and VS since they complete the other tools and aid in the elimination of waste. No of the industry or size of the business, they are now recognized as universally relevant ideas.

They are practical and easy ways to involve people in organizational change and may be utilized to solve issues without the need for extra engineering or expertise. In this article, we'll create a thorough 5S and VS program for ABS and speculatively discuss the advantages of using this tool to assist other lean tools that have been previously suggested[9], [10].The shipment area and the hot mill tool area are the two main ABS regions that may employ 5S and VS. There are now six docks at ABS' cargo warehouse. For instance, a C-hook crane brings the coils from their final procedure to dock 2. The coil is unloaded at the dock's entrance, where it is banded and covered in protective packaging. A bar-coded ticket with the coil's number, gauge, width, weight, length, mill order item number, client order number, bay number, and tracking number is attached to the coil. The coil is then picked up by the crane and placed in the appropriate berth. Coils are arranged in their assigned bays, each of which has a number, in preparation for transportation.

During a tour of the factory, it was noted that the buggy driver sometimes had to stop to clear rolls of plastic packing that were in the way. Additionally, it was noted that sometimes, when the crane operator is prepared to take up the coil from its berth to transport it to shipment, he discovers that it is not the proper coil, a coil with the incorrect tag information, a coil without a tag, etc. When the coil is wrapped and labeled at the beginning of the line, the majority of errors occur.The hot mill's existing tools and rolls area are utterly chaotic at the opposite end of the plant. The roll preparation area may be identified by the tools that are strewn about, the old rolls that are taking up space, and the untidy shop floor. Here, two ideas are put forth: first, a 5S program to set apart a space for the equipment used in the wrapping process and the roll preparation area for the hot mill; second, creating VS to make use of a kanban post for keeping track of all coils.

We will first investigate 5S for the tool and packing area at the shipping warehouse and hot mill area. Sort is the first component of 5S. Sorting vital materials from those that are irrelevant to the working spaces is the first step in good housekeeping. Only equipment required for packaging activities should remain at the shipping port, including plastic packaging and equipment for packaging operations. In the same way, unneeded equipment, broken fixtures, and damaged rolls should be removed from the hot mill roll area. Get rid of everything that won't be used over the next 30 days as a good place to start. Unneeded objects are marked with a red tag. Each tag has to include a number, the department to which it belongs, the date, and the purpose for which it was put there. 28 displays an illustration of a red tag.

Visual Methods

To solve the issues of handling the incorrect coil, having a coil without a tag, or having a coil with incorrect tag information, a visual system is suggested at the shipping area. When the coil is wrapped and labeled at the beginning of the line, the majority of errors occur. In this case, a VS and kanban system are suggested to get rid of the major issues described above. The coil is now moved to its allocated berth, which is just a location set aside for coils that are prepared for shipment, by the crane operator once it has been marked.It is suggested that a number of rows be added to each bay in order to solve the previously noted issue. Sequential numbers will be assigned to each row within a bay. Each coil is assigned a precise location inside each row. 29 displays a graphic of the suggested arrangement. A kanban card is connected to a coil as it enters the shipping department and undergoes packing. The only item on this kanban card is the old tag with updated entries for the row number and position. Two identical kanban cards, one on each coil and the other on a kanban post, will be used.

To track the coils, the information on the tag is being input into a computer system. A box called a kanban post has holes in it depending on the combination of the bay, row, and location. The crane operator retrieves the record from the computer system and contrasts it with the data on the kanban card when it is time to transport a particular coil. He moves to the coil place and takes up the coil if the two concur. Because each coil would have a specified place with three records, one in the computer and two in the two kanban cards, the suggested method would remove the issues of inserting a coil and not being able to find it and placing the incorrect card on a coil.

CONCLUSION

In conclusion, for production processes to remain efficient and unbroken, knowing the primary causes of machine failures and putting them into practice are essential. Industries can reduce machine downtime, maximize productivity, and guarantee long-term operational success by addressing mechanical issues, electrical issues, human mistakes, insufficient maintenance, and environmental problems. Industries can drastically minimize downtime, increase operational efficiency, and boost overall output by putting preventative measures in place and addressing the causes of machine malfunctions. Continuous observation, breakdown pattern analysis, and operator input may assist identify prospective problems and enhance preventative maintenance techniques.

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