

Being lean in today's environment

What:

- Definitions ...
 - Doing more w/ less
 - Effective
 - ABILITY to use common sense

Why:

- Competitive edge
- Survival
- Part of the culture (not a luxury)

- What started as a method of improvement for the automotive industry is now in all other sectors
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How:

- Define goals
 - Define value
- Identify problems
 - Make the easy improvements (5s)
 - Use the tools (SMED, Kanban, TPM, 6sixgma)
- Identify strengths
 - VSM; involve everyone; identify waste
- Define solution (options, costs/benefits, risks (including doing nothing))
- Develop plan
- Implement plan
- Determine if solution is working (measure it)

- What keeps you up at night?
- What are your business goals?
- What are your commitments (business and personal)?
 - Are these the same?

- Determine the cause of the problem (not just the symptoms – sometimes this will take a while; may need to work “backwards”)
 - E..g: The product is always late getting shipped to our customer
 - Don’t have enough people to package the product quickly; can’t keep up w/ production
 - WHY?
 - *Look at the process ---*
 - Need to check the contents, paperwork, package, label, file
 - WHY?
 - Final check before it leaves
 - WHY?
 - No one else
 - WHY?
 -

SOLN (options):

- Break it up – each person does one or 2 things
- One person checks, and then files at the end
- Cheaper labor to print labels, etc. and package...

Toyota:

“Brilliant process management is our strategy.

We get brilliant results from average people managing brilliant processes.

We observe that our competitors get average results from brilliant people managing broken processes”

- Compressing time; creating value; minimizing waste

Study and understand lean principles, their pros and cons
2. Glean best practices from other practitioners

3. Hire employees or consultants with a lean manufacturing track record
4. Map and review your current manufacturing operations to identify excesses and inefficiencies
5. Start small, with a single step or process and hold a "Kaizen" or continuous improvement event so employees can find and test lean techniques.
6. Involve all factory floor employees, as well as procurement, management and administrative staff. Expect resistance and the need for training.
7. Continue to hold Kaizen events regularly. Require employees to always look for ways to improve their own and other job functions.
8. IT systems should mirror the real-time communication and flows a lean manufacturing environment requires -- batch-and-queue systems aren't typically a fit.
9. Once up and running, look to extend the initiative beyond your factory floor to other parts of the business and to your suppliers' and customers' operations.
10. Recognize lean manufacturing implementations take time, are evolutionary, and are never finished.

- Are there steps that are clearly Un-Lean? (inspection or over-processing steps)
- Are there counter measures that can improve the quality of Input and Output either at the workstream or workgroup level?
- Are there opportunities that can reduce batching or rework wastes within a process (in-process opportunities)?
- Are there ideas that can improve information flows or product flows across/within the workgroups?
- Are there opportunities that can dramatically reduce "motion" waste, i.e. reduce search time or retrieval time of data from systems?
- Are the SIPOC steps sequentially correct? (For e.g. there can be inspection steps both at the start and at the end of the process?)

Takt Time = Net Available Time per Day / Customer Demand per Day
 Takt Time is expressed as "seconds per piece", indicating that customers are buying a product once every so many seconds.