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Flow (Introduction)

Harris, Rick; Chris

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"Because continuous

flow is a major

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production, we have worked hard over many years to create truly continuous flow in the shop-floor activities we have managed. In the past few years, we've increasingly noted companies making progress in creating areas of continuous flow as more and more managers hear

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about value-stream
mapping and grasp
the power of
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12 July 2018

“Originally developed
as a methodology to

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make production processes highly efficient, lean techniques have been adopted by more than 72 percent of machine shops across the country.

Understanding the Principle of Flow in Lean Manufacturing

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business system: how
to supply purchased
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Harris, Chris Harris,
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Implementing a complete lean business system: how to supply purchased parts to the value stream in order to support continuous flow. The problem many companies face is how to sustain steady output in a continuous flow cell.

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your facilities.

Materials Flow Making Materials Flow – Harris Lean Systems, Inc.

“Apex Tube Company is a typical discrete parts manufacturer, making fuel lines for cars, trucks, and heavy equipment. Several years ago, Apex responded to

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pressure from its customers for lower prices, higher quality, more frequent deliveries, and more rapid response to changing demands by taking a hard look at its manufacturing operations. ""O ne facility — the example used ...

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improving the entire plantwide production system by implementing a lean production control system. "The workbook is unique because it is a step-by-step case study on how to implement a level, pull-based production control system," said author Art Smalley. This is a

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new step towards
'system kaizen that is
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Toyota. The lean
efforts at most
companies focus on
"point kaizen" (e.g.,
reducing set up times,
implementing 5S,
etc.) that improves a
small portion of the
value stream running
from raw materials to

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finished products. Or they focus on "flow kaizen" that improves the entire value stream for one product family. Creating Level Pull shows how companies can make the leap to "system kaizen" by introducing a lean production control system that ties together the flows

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of information and materials supporting every product family in a facility. With this system in place, each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the

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Shingo Research and
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simple, step-by-step
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introduce and sustain
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lines, a prerequisite for achieving a lean value stream. A sight we frequently encounter when touring plants is the relocation of processing steps from departments (process villages) to product-family work cells, but too often these "cells" produce only intermittent and

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erratic flow. Output
gyrates from hour to
hour and small piles
of inventory
accumulate between
each operation so that
few of the benefits of
cellularization are
actually being
realized; and, if the
cell is located
upstream from the
pacemaker process,
none of the benefits

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may ever reach the customer. This sequel to Learning to See (which focused on plant level operations) provides simple step-by-step instructions for eliminating waste and creating continuous flow at the process level. This isn't a workbook you will read once then relegate to the

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bookshelf. It's an action guide for managers, engineers, and production associates that you will use to improve flow each and every day. Creating Continuous Flow takes you to the next level in work cell design where you'll achieve even greater cost and lead time

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savings. You'll learn: *

- where to focus your continuous flow efforts *
- how to create much more efficient work cells and lines *
- how to operate a pacemaker process so that a lean value stream is possible *
- how to sustain the gains, and keep improving

Creating Continuous Flow is

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the next logical step after Learning to See. The value-stream mapping process defined the pacemaker process and the overall flow of products and information in the plant. The next step is to shift your focus from the plant to the process level by zeroing in on the

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pacemaker process,
which sets the
production rhythm for
the plant or value
stream, and apply the
principles of
continuous flow.

Every p

Value-stream maps
are the blueprints for
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step-by-step
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the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil

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representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an

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overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To

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encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After

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identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It

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teaching you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your

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Changing an
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environment is
significant and affects
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company if the implementation is done correctly. Many times, however, lean implementers become so involved with the nuts and bolts of lean implementation that the "people" side of the business is neglected. Transform your HR Department into an Agent of Change during Lean

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to march in a new direction. They explain the role of human resources in a lean-oriented facility, emphasizing systematic training that continues for all employees. They also discuss the value of promoting employees from within a facility to team leader and group leader

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positions, and the importance of flexibility. This critically acclaimed book includes sample training sessions with explanations. Most of us are now far enough down the path in lean production to realize that the results lie in the details. This short volume presents all of the details you

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will need to create a
frontline workforce
and system of direct
supervision that can
effectively plan, do,
reflect, and adjust, as
you move your own
operations steadily
ahead. --James
Womack, Chairman,
Lean Enterprise
Institute

Dependable

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Information flow is a necessary prerequisite to the successful implementation of lean production principles. But while most managers understand how to make materials and manpower flow, the flow of information tends to be much more

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underdeveloped.

Even companies that excel at recognizing waste and are

otherwise adept at implementing the principles of lean production are often

challenged to provide satisfactory

information flow. Lean

Connections: Making Information Flow

Efficiently and

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Effectively is designed to help you rethink the way your organization views information flow. It provides the building blocks of a comprehensive information-flow system, showing you calculations and methods that will allow you to get the necessary information to those individuals

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who need it, when they need it. Following a logical and detailed progression, this manual shows how to make information flow in lean production facility— From the end customer through materials control to the production floor. On the production floor at the operator,

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team, and value stream level. And then from the production floor to the management of the facility. Employing a workbook format, this manual follows RNA Manufacturing, a fictional company, through its implementation of a comprehensive lean production system. As

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the authors outline RNA's methods and thought processes, they employ exercises that ask questions about your own production system. Your challenge is to think deeply about the answers, as well as the changes that need to be made to effectively make information flow

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through your facility.
Make certain that
everyone gets the
information that they
need when they need
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In the global
marketplace, no
business is a self-
contained island. No
matter how effective
your internal material
movement, to be a

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future-thinking
business, you must
go to the next step
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true cost model that eliminates guesswork when choosing suppliers to develop

Show how to develop and maintain efficient information flow all along your supply chain Use real-world examples to cover likely contingencies Provide a sample quarterly supplier review that you can

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adapt for your own
use Lean is a journey,
not a destination. It
requires flexible
leaders at the helm
who can readily adjust
to ever-changing
conditions and it
requires like-minded
partners all along the
supply chain. Finding
and developing these
partners is not about
good fortune, it is all

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approach to
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that will build working
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broaden your
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Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and

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profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what

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happened to the
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profiled in Lean
Thinking? In the new
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this bestselling book
those pioneering lean
thinkers are brought
up to date. Authors
James Womack and
Daniel Jones offer
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and bring their

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groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

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experience and
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second edition takes
a step-by-step
approach to
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complex environments and describes which Lean techniques to use when faced with difficult situations—including high product mix, scheduling problems, shared resources, and unstable customer demand. In addition to a new section on handling

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first-out (FIFO) lanes
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future states in a manufacturing environment characterized by multiple products, varying cycle times, and changing demand.

Demonstrating advanced techniques for creating flow through shared resources, it also considers the concept

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of a guaranteed
turnaround time for
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