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Nota di contenuto	Lean Organization: from the Tools of the Toyota Production System to Lean Office; Preface; Contents; Chapter 1: From Mass Production to the Lean Six Sigma; 1.1 Once Upon a Time There was Mass Production (and Sometimes Still There Is); 1.2 The Organizational and Productive Model of Mass Production; 1.3 The Birth of the Toyota Production System; 1.4 The Relentless Decline of Mass Production; 1.5 The Recovery of the USA in the 1980s-1990s and the Proclamation of the Toyota Production System; 1.6 The American Model of Six Sigma; 1.7 Lean Six Sigma 1.8 The Necessity of Applying Business Excellence ModelsBibliography; Chapter 2: The Seven Wastes of Lean Organization; 2.1 Introduction; 2.2 Value Added and Waste; 2.3 Classifying the Types of Waste; 2.3.1 The 3 MU; 2.3.2 The 4M; 2.3.3 The Seven Relevant Wastes According to Toyota Production System; 2.3.3.1 Overproduction or Asynchrony; 2.3.3.2 Inventory; 2.3.3.3 Motion; 2.3.4 Defectiveness; 2.3.4.1 Transportation; 2.3.4.2 Overprocessing; 2.3.4.3 Waiting; 2.4 Removing Waste; Chapter 3: Using Value Stream Mapping to Visualize Value Added; 3.1 Introduction 3.2 Managing Value Stream for Lean Organization3.3 Compilation of VSM as-is; 3.4 Mapping the Future State; 3.5 Mapping at Process Level;

Bibliography; Chapter 4: Strategic Planning: Hoshin Kanri; 4.1 Introduction; 4.2 Lean: A First Warning; 4.2.1 Examples of Mission in Lean; 4.2.2 Examples of Value Guides in Lean; 4.2.3 Examples of Vision in Lean; Chapter 5: Kaizen Workshops and How to Run Them; 5.1 Introduction; 5.2 Introducing Lean Kaizen Workshops; 5.2.1 Programming and Preparing the Event; 5.2.2 Choosing Team Leaders and Team Members; 5.2.3 Carrying Out a Workshop; 5.3 Gathering Data
5.4 Analyzing the Data Gathered and Implementing Solutions
5.5 Final Check, Results Presentation and Team Celebration; Bibliography; Chapter 6: The Main Methods of Lean Organization: Kanban, Cellular Manufacturing, SMED and TPM; 6.1 Introduction; 6.2 Pull Versus Push; 6.3 5S Order and Cleanliness, the First Step Towards Introducing Visual Management; 6.3.1 Seiri; 6.3.2 Seiton; 6.3.3 Seiso; 6.3.4 Seiketsu; 6.3.5 Shitsuke; 6.4 The Kanban System; 6.4.1 Different Types of Kanban and Application Methods; 6.4.1.1 Production Kanban; 6.4.1.2 Signal or Triangle Kanban
6.4.2 Calculating the Number of Kanbans
6.4.3 The Kanban Operating Principle; 6.4.4 Using the ``Milk-Run``; 6.5 Balancing the Process; 6.6 Cellular Manufacturing and One-Piece-Flow; 6.6.1 Designing Cellular Management; 6.6.2 P-Q Analysis; 6.7 Heijunka Board; 6.8 Quick Changeover and Single Minute Exchange of Die; 6.8.1 The Four Stages of SMED; 6.8.2 Identifying Internal and Outer Set-Ups and Preparation; 6.8.3 Converting Internal Set-Ups to Outer Ones; 6.8.4 Improving Internal and Outer Set-Up Activities; 6.9 TPM; 6.9.1 The TPM Campaign: First Step, 5S
6.9.2 Self-Maintenance: Maintenance Carried Out by Workers

Sommario/riassunto

Lean Organization for Excellence describes the right way to implement lean thinking inside both manufacturing and service industries. After explaining the origins of the concept and discussing 'wastes' and value added, the book aims to set out a precise path of action. To this end, the so-called Hoshin Kanri method of defining business objectives and targets is explained, and a Value Stream Mapping tool that serves to identify all wastes is described. Subsequent chapters cover each of the TPS (Toyota Production System) tools, from 5S to SMED, and special attention is devoted to the Ducati case study, in which tools such as 5S and Kanban are applied. Lean metrics and the innovative Value Stream Accounting are discussed, and the closing chapter focuses on Lean Office for the service industry. Each chapter includes illustrations and tables relating to practical cases concerning the subject under consideration, based on real consultancy experiences.
