

TEAM 2 PROJECT: JIT AND LEAN OPERATIONS IN THE SUPPLY CHAIN

Executive Summary

Lean manufacturing's greatest benefits are eliminating waste from the many processes manufacturers rely to anticipate, respond to, fulfill, and serve customers, making it more possible for them to be more aligned to the unmet needs of their customers in the process. The objectives of this report is to first provide insights into how manufacturers are tackling the task of transforming lean production lessons learned into lean enterprise strategies and instituting lasting change at the process level. This includes a discussion of the lessons learned and steps manufacturing companies are taking to overcome the challenges of making lean enterprise strategies last. Second, the report provides a self-rating test to see how your company measures up. Included is a maturity model that shows specifically how your company measures up relative to other manufacturers. Finally, recommendations are made as to how manufacturers can attain lean transformation based on the collective insights gained from working with manufacturing customers to attain their lean manufacturing objectives. This report reviews the practical methods used by industry in order to implement JIT and lean into various functional departments of the supply chain. Finding better ways to use resources drives intensive growth. It is the type of growth that stems from continuous improvement (CI) and organizational learning. So it is not surprising that the highest level of lean theory is organizational learning continuously solving root problems and preventing them from recurring is how the organization can become better than it was yesterday – even if extensive growth is in stasis. It is how the organization survives.

The key take-away is identifying and assessing the Value Stream and eliminate waste

The value stream is all activities necessary to deliver a product to customers. The activities of a supply chain are subdivided and are considered separately in the report. The waste in the supply chain can be highlighted only when the pressure points are identified and tested to the point it breaks. The methods by which this can be achieved are discussed. The strategies used have been considered and how to optimize the best practices, along with new techniques that can be implemented are defined. It is clear that the key to lean is not any of the individual elements presented, but rather all elements that need to work together. Lean must be consistently applied throughout the organization and the culture. Lean needs to be seen as a philosophy that is ingrained into everyday operations – it is an on-going process, evolving with the use of continuous improvement, and it does not necessarily have a defined conclusion. It can be rightfully concluded that JIT is not necessarily well suited to all types of industries. Production businesses with high volume demand and repetitive manufacturing techniques tend to reap the benefits the most. However, for businesses that do fall into this category JIT and Lean can be an ongoing journey to success. These are some of the key highlights of the report, and are further explored.

Who should read?

From upper management to shop floor personnel, our Lean Manufacturing report is geared for the person interested in learning about the incredible improvements Lean Manufacturing will yield. The report will ensure the reader is exposed to the latest in best practices and given “real-world” practical information that can begin to improve their own operations almost immediately.