CONTENTS

List of figures xi List of tables xiii Acknowledgements xv Abbreviations xvii

01 The modern competitive landscape: The pursuit of higher value added through excellence in manufacturing 1

Introduction 1

The money-making ecosystem 4

Cash flow is fundamental to manufacturing excellence 7

Concepts of manufacturing excellence 10

The management of quality as a competitive priority 14

Value-adding and the cash flow cycle 18

Key lessons of manufacturing excellence 18

In summary 23

Further reading 24

Notes 25

02 A history of manufacturing systems excellence 27

Introduction 27

Modes of manufacturing 28

The history of manufacturing 28

Craft production and individual expertise 28

Mass production and the management prerogative 34

The process-based approaches to manufacturing 39

A question of fit 61

In summary 62

Further reading 63

Notes 63

03 Understanding the context for manufacturing excellence 65

Introduction 65

Learning outcomes 65

The four basic Vs. 67

Variety and mix of products that the technology can output 69 Adding two more Vs to the feasible manufacturing solution 72 Adding more Vs 74

A systems approach to manufacturing and protective buffers 77 Not low, not high – just medium really! 80

In summary 81

Further reading 82

Notes 82

04 Measures of flow for operational excellence 83

Introduction 83

The fragile manufacturer and supply chain 87

Strategies for gaining flow 90

Gaining flow through effective industrial engineering 93

Problems and inhibitors to flow after initial product designs and industrial engineering 96

Typical measures of flow 98

Overall flow effectiveness 105

In summary 107

Notes 108

05 Mapping processes for manufacturing excellence 110

Introduction 110

Learning outcomes 111

The benefits of mapping 111

Types of map 112

Levels of mapping 114

Mapping within the factory 116

Shifting the burden 143

The value of combining maps 145

In summary 146

Notes 148

O6 High-performance and high-reliability manufacturing 150

Introduction 150

Systems theory 151

Operations and manufacturing strategy 152

Communication system 157

Strategy, planning, and short-term information sharing 159

The technical system 159
The social system 161
Learning and improvement system 162
The supply chain relationships 163
Systems of manufacturing excellence 164
In summary 165
Notes 167

07 Operations strategy, policy deployment and the learning organization 168

Introduction 168

The old approach to manufacturing strategy and deployment of policies 170

Hoshin Kanri/policy deployment 172 Step-by-step policy deployment 176 The x chart matrix 180

The A3 project chart 185

In summary 188 Further reading 190

Notes 191

08 Social systems and continuous improvement 193

Introduction 193

The human side of the manufacturing excellence company 194

The value of roles 199

The new HR approach 202

Teams and improvement 206

The impact of human error 211

In summary 213

Notes 214

09 The technical delivery and material flow subsystem 216

Introduction 216

The first set of decisions: From product to process routing 218 The key decisions of the onion 222

Designing the actual operations and daily flow of product 230

Workplace discipline and control 232

Visual management 235

In summary 243

Notes 246

10 System reliability and protecting flow 247

Introduction 247

Maintenance management: A neglected capability 250

Maintenance strategies 255

The consequence of catastrophe 257

Value and role 260

TPM: Goals and improvement approaches 267

Industry 4.0 and maintenance 268

The 'lights out' factory 269

In summary 271

Further reading 273

Notes 273

11 Supply chain coupling 275

Introduction 275

Suppliers: From hated adversary to trusted partner 277

What is the supply chain? 280

Relationships with suppliers 282

The cost of developing suppliers 285

Measuring supplier performance 286

Keeping materials moving 288

The smart factory 290

Single supplier integration and learning 292

In summary 296

Notes 298

12 Conclusions and final thoughts 300

Reinventing the organization 304

Economic viability and environmental sustainability 305

The modern socio-technical system 306

Closing comment 308

Index 310