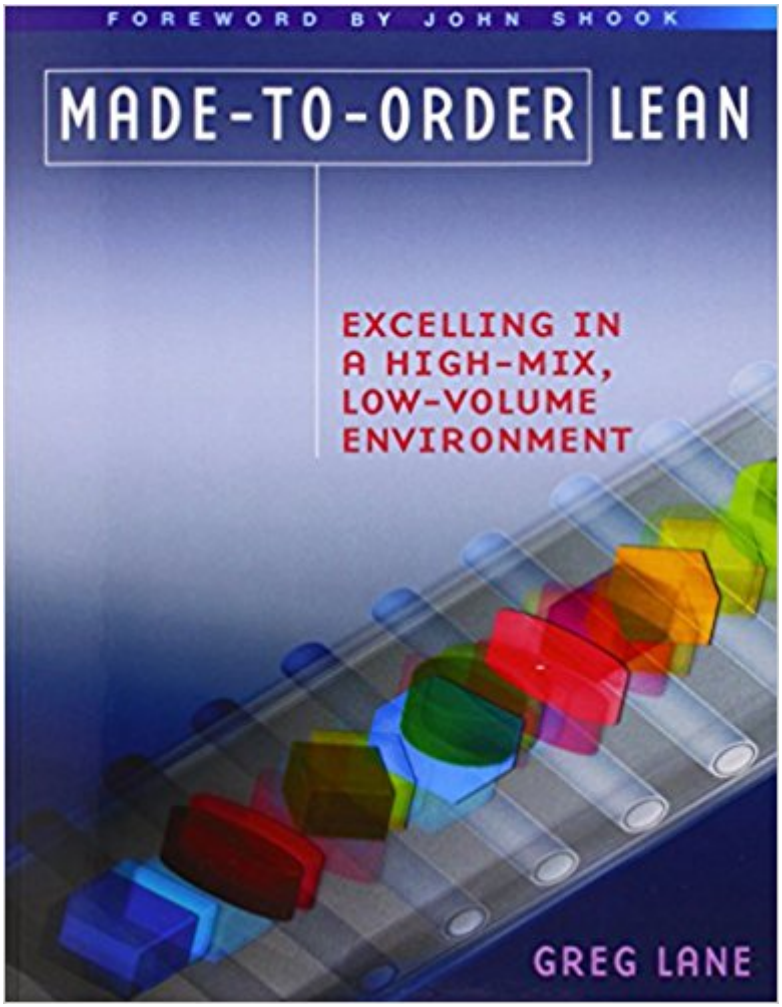
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Made-to-Order Lean: Excelling In A High-Mix, Low-Volume Environment



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Synopsis

Low Volume Manufacturing often appears contrary to 'Lean' Methodologies, though if you look at the Toyota Production System (which had some of its roots in a Job Shop, but instead became famous for the remarkable results in high-volume manufacturing plants), one must return to the principals (not the high publicized tools) to better understand its correct application in high-mix, low-volume environments.Ã Â Made to Order Lean is based on years of successfully adapting lean methodologies into Job Shops. This book is specifically geared for manufacturers that have hundreds to thousands of active part numbers with few or no ongoing forecasted volumes, and for job shops that build only to order. The primary focus is eliminating non-value-added activities and instituting improvements on the most repetitive jobs, a strategy that gives you more time to produce your low-volume work or one-offs.The book focuses on operational process improvement, but also dedicates 3 chapters to improving indirect (transactional) processes, which are a more intricate portion in these organizations and account for significant cost & lead time in high mix environments.

Book Information

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Customer Reviews

Greg Lane has owned and successfully transformed his own company, along with supporting others in leadership improvements in 32 countries, with diverse types of organizations. He has effectively led change while holding management and executive positions at General Motors and Delphi Automotive. His 25 years of worldwide experience was strongly influenced while working for Toyota in the late 1980s, when he was one of a handful selected to be developed as a Toyota Key Person,

through a year of specialized training in Japan. This included working with Toyota's top trainers, and then returning to train others within Toyota at their U.S. sites. Today, Greg is internationally recognized as a coach in creating organizational change, and has been invited to speak on five continents about these successes. Also a recognized author, he has written the following: Culturally On Plan--A Pragmatic Guide for Aligning Organizational Culture with a Strategic Plan and Transforming Management to Leadership (Strategic-Leaders.com, 2013) Mr. Lean Buys & Transforms a Manufacturing Company--The True Story of Profitably Growing an Organization with Lean Principals (CRC Press, New York: 2010) Chapter 9 of Toyota by Toyota--Reflections from the Inside Leaders on the Techniques That Revolutionized the Industry (CRC Press, New York: 2012) Greg is a facility member of the Lean Institutes in the USA and Spain, as well as lecturer of post-graduate lean studies at the University Polytechnic Barcelona. He holds a B.S. in mechanical engineering from the University of Wisconsin as well as an MBA degree with distinction from California State University. He speaks English, Spanish and German. Greg and his associates provide cost effective support for improvements and transformations. He can be contacted at glane@Lean-Enterprise.com or more information can be found at: LowVolumeLean.com

This book could have been better for me, but overall I liked it and found it useful. I work for a low volume Hi-mix company coming from a a hi-mix, hi-volume background. I found the traditional approaches were not going to work. Groping in the dark and some trial and error, I was coming to myown conclusions, when I found this book.It is not a complete compendium of all lean tools. It refers you out to Duggan's Book (Mixed Models) and others for deeper dives into particular tools.What is does do is give you a frame work to apply known tools to the low-volume problem. Traditional pull is ineffective if you make once or once or twice a year. Pull is still good, but the application of the tool is different because the circumstance is different.The big learning out of this for traditional lean guys is; the tools still work, how and when to apply them changes. The skill in the practioner is learning the new how and when.Quick overview in lo-volume: Traditional product families will be harder. Value stream maps are less important. Employee contribution and understand are much more critical. Focus on flow through the system. Focus on visual management of the team/cell, train the managers how to manage in that environment. Pull what you can pull... flow the rest. Mix kanban and MRP. Mix pull and push/flow. Focus on what works.I would have liked a more definitive answer, but as the author wrote, the different circumstances of company's varies so much at this end of the spectrum, what is right for the 4 a day guy may not be for the 4 a month or 4 a year. Principles hold.... tools and applciations change.

This book has a lot of great ideas and examples (photos of boards for manufacturing). I love the "Managing Visually" chapter with all the examples. There are a lot of good nuggets throughout the book and I've used it as a reference in many situations. I keep finding more helpful info every time I pick up the book. Highly recommended.

This is a true "how to" book for implementing Lean concepts into Low-Volume High-Mix manufacturing. The author assumes the reader has some prior experience with the traditional lean concepts, so the emphasis is on how to apply those concepts to the low-volume high-mix environment without re-explaining the why or what, but rather just the how.A few of the concepts I found to be the most "enlightening" were: how to get the biggest impact from visual controls; the combination kanban, work order, & FIFO boards; pushing at the first operation and flowing through the rest; handling shared resources; using work diaries to aid in office kaizen; using FIFO boards in office processes; and making improvements in the shop & office when you have excess capacity.The book is stuffed with examples using pictures, charts, & drawings that make the concepts even easier to understand and apply. Many of the concepts include some commentary on the order to implement them in to achieve the greatest chances of success. The author does refer to several other books for more detailed information on a few topics. These include: A Revolution in Manufacturing: the SMED System by Shigeo Shingo, Creating Mixed Model Value Streams by Kevin J Duggan, Learning to See by Rother & Shook, and Integrating Kanban with MRP II by Raymond Lewis.

Great common sense resource for low volume manufacturing. Recommend this book to anyone looking to implement lean principles into their facility.

excelllent

Given the lack of "Lean for low volume" books out there, my hope was this book would be full of meaningfull tools. It ended up more like the a re-hash of any of the available Toyota books. Would have liked a more consistent stlye to the book. It ranges from digital photos to cartoonish sketches to Excel charts when giving examples.

Made-To-Order Lean provides the lean practitioner excellent guidance and instructions for applying

the powerful concepts and methodologies of lean thinking to the most difficult of production environments, the job shop. As such, this book takes a major step forward in extending the reaches of lean thinking to high-mix, low-volume operations. It addresses the lean practitioner, someone who already has a basic understanding of lean principles and tools, and illuminates the ideas, tools, and principles that are most appropriate to the high-mix, low-volume environment. It is written in a very easy-to-read, down-to-earth manner. This is a guide book on how to do it with an abundance of great practical ideas and solid framework for implementing lean in the job shop. Mr. Lane starts off by showing how to use appropriate visuals to manage from the shop floor in real time. The use of visual management is built upon and emphasized throughout the book. For example, Mr. Lane explains how to use day-by-hour boards or FIFO boards and lanes to more effectively plan and control the flow of work through shared resources typically found throughout job shops. Mr. Lane is particularly effective in explaining how to use the powerful value stream mapping tool in the low-volume environment whereby the practitioner is faced with a multitude of products being produced across numerous shared resources. He gives great insight as to areas in the current state to evaluate for improvement in the future-state value stream. Mr. Lane explains how to manage inventories in the high-mix environment by having MRP manage the low-volume parts while utilizing a pull system (usually a kanban system) to manage the higher-volume repeating parts (the runners). This clever hybrid solution of combining kanban and MRP is thoroughly explained. These are but a few examples of the insightful explanations given for deploying lean principles in the high-mix, low-volume environment covered in Made-To-Order Lean. For me the book clarified many issues I was having applying lean thinking to the job shops with which I am associated. I came away with numerous ideas and a good grasp on how to greatly improve the operations with which I am involved. It is definitely a must-read book for the lean practitioner trying to improve make-to-order operations through the application of the powerful principles and tools of lean.

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