

# The Machine That Changed The World The Story Of Lean Production

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the classic nationally bestselling book that first articulated the principles of lean production with a new foreword and afterword by the authors when the machine that changed the world was first published in 1990 toyota was half the size of general motors twenty years later toyota passed gm as the world s largest auto maker this management classic was the first book to reveal toyota s lean production system that is the basis for its enduring success authors womack jones and roos provided a comprehensive description of the entire lean system they exhaustively documented its advantages over the mass production model pioneered by general motors and predicted that lean production would eventually triumph indeed they argued that it would triumph not just in manufacturing but in every value creating activity from health care to retail to distribution today the machine that changed the world provides enduring and essential guidance to managers and leaders in every industry seeking to transform traditional enterprises into exemplars of lean success

draws conclusions for the future of the industry in the usa

based on mitus 5 million five year study on the future of the automobile three directors of research deliver a groundbreaking analysis of the worldwide move from mass production to lean production

though screenwriting is an essential part of the film production process in britain it is yet to be fully recognised as a form in itself in this original study jill nelmes brings the art of screenwriting into sharp focus foregrounding the role of the screenwriter in british cinema from the 1930s to the present day drawing on otherwise unseen drafts of screenplays correspondence and related material held in the special collections of the bfi national archive nelmes s close textual analysis of the screenplay in its many forms illuminates both the writing and the production process with case studies of a diverse range of key writers from individuals such as muriel box robert bolt and paul laverty to teams such as the carry on writers nelmes exposes the depth and breadth of this thriving field

this is the true story of how armed with only lean improvement methodologies a specially trained toyota lean expert purchased a business he knew nothing about applied lean techniques and succeeded in doubling sales and increasing profitability before he finally sold the thriving business with humility and humor the author recounts his succes

lean process creation teaches the specific frames the 6con model to look through to properly design any new process while optimizing the value creating resources

the framing is applicable to create any process that involves people technology or equipment whether the application is in manufacturing healthcare services retail or other industries if you have a process this approach will help the result is 30 to 50 improvement in first time quality customer lead time capital efficiency labor productivity and floorspace that could add up to millions of dollars saved per year more important it will increase both employee and customer satisfaction the book details a case study from a manufacturing standpoint starting with a tangible example to reinforce the 6con model this is the first book written from this viewpoint connecting a realistic transformation with the detailed technical challenges as well as the engagement of the stakeholders each with their own bias key points and must do actions are sprinkled throughout the case study to reinforce learning from the specific to the general in this study an empowered working team is charged with developing a new production line for a critical new product as the story unfolds they create an improved process that saves 5 6 million 10x payback on upfront resource investment over the short life cycle of the product as well as other measurable benefits in quality ergonomics and delivery to an even greater benefit they establish a new way of working that can be applied to all future process creation activities some organizations have tried their version of lean process design following a formula or cookie cutter approach but true lean process design goes well beyond forcing concepts and slogans into every situation it is purposeful scientific and adaptable because every situation starts with a unique current state in addition lean process design must include both the technical and social aspects as they are essential to sustaining and improving any system observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of lean process creation was needed this book enables readers to consider the details within each frame that must be addressed to create a lean process no slogans no absolutes real thinking is required this type of thinking is best learned from an example so the authors provide this case study to demonstrate the thinking that should be applied to any process high volume or low simple or complex mix manufacturing or service transactional the framing and thinking works along with the thinking readers are enabled to derive their own future states this is demonstrated in the story that surrounds the case study

an account of 140 careers ranging from studio work horse to genius illustrated with photographs of the directors themselves as well as scenes from their most characteristic movies

tracing the author s decades long continuous improvement journey relentless improvement true stories of lean transformations walks readers through vivid shop floor experiences to convey a genuine feel for the environments in which lean six sigma transformations occur recounting numerous lean six sigma transformations

it illustrates the spectrum of successful operational tactics the story starts just outside detroit michigan in the 1970s when the auto industry was booming and most people in the area worked in the car factories or in one of the component factories that supplied the big three the complexity and detail of the projects grow chapter by chapter the book begins by explaining how to manage lean basics such as applying 5s shortening product cycle times and creating standard work it then progresses to factory lean six sigma transformations providing implementation guidance geared to functions on the operational level the book presents stories based on the author s interactions with company leaders and shop floor employees in the midst of great change illustrates real world plant politics and manufacturing situations using compelling stories highlights valuable lessons learned at the end of each chapter using an engaging story format the book recounts the author s career experiences to provide you with a real world understanding of how to use lean tools the stories in the book illustrate everything from standard work and takt time to kaizen events and total productive maintenance the text also includes accounts of front end or administrative processes such as product development and materials handling

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