

REINVENTING THE FACTORY

Productivity Breakthroughs
In Manufacturing Today



ROY L. HARMON
and LEROY D. PETERSON
ANDERSEN CONSULTING • ARTHUR ANDERSEN & CO.

Reinventing The Factory Productivity Breakthroughs In Manufacturing Today

Andrew P. Sage, William B. Rouse



Reinventing The Factory Productivity Breakthroughs In Manufacturing Today:

Reinventing the Factory II Roy L. Harmon, Leroy D. Peterson, 1992 Documents more than a hundred real life applications of productivity improvement

Reinventing the Factory Roy L. Harmon, Leroy D. Peterson, 1990 The factory of the future is here We have the technology and professional knowledge say leading manufacturing consultants Roy Harmon and Leroy Peterson to implement revolutionary concepts that many managers might regard as futuristic In this path breaking book Harmon and Peterson move beyond theory to document more than a hundred real life applications of productivity improvement from the focused factory and assembly process design to the plantwide plan gathered from Andersen Consulting Arthur Andersen Co s offices around the world The reorganization of existing plants into multiple factories within a factory is the single most important feature of productivity improvement according to Harmon and Peterson These smaller units known as subplants are honed to the smallest practical size to ensure the highest level of productivity Multiple subplants can be clustered to focus accountability and authority for production of product families into easily managed groups of processes With hundreds of diagrams and using examples of companies that operate focused factories in dozens of countries Harmon and Peterson detail both the physical and organizational changes required to make the focused factory a successful and profitable feature of a plant s modernization In addition to creating subplants and subplant clusters Harmon and Peterson show how manufacturers can dramatically increase productivity by adopting a plantwide plan In its most basic form the plantwide plan is a layout of a single factory It includes to the extent practical not only the ideal layout but also step by step strategies for movement of individual processes from their current locations in the factory to final target destinations Harmon and Peterson explain how managers can use the plantwide plan to eliminate the common problem of compromising ideals too early to accommodate assumed constraints and turn an existing factory into a competitive factory of the future today Flexibility creativity and dynamic planning are key concepts for attaining superior manufacturing results For plant modernization to be profitable the organizational structure must keep pace Achieving world class status is not enough The new hallmark of excellence must be continuous improvement to maintain a superior position The plans and suggestions outlined in Reinventing The Factory allow the entrepreneur the responsibility and authority to effect ongoing improvements and render processes adaptable to reflect additions or removals of product lines changes in sales volume over time and modifications resulting from previous or concurrent improvements Harmon and Peterson provide the valuable tools and methods necessary to attain such goals They highlight the dynamic nature of progress itself and show how managers can overcome the most tenacious habit the resistance to change

Advances in Production Management Systems E. Eloranta, 2012-12-02 This book is divided into four sections invited papers principles systems and techniques The invited papers form an extensive overview of the state of the art of production management The themes range from the everlasting hunt for better productivity to the implications of CIM architectures particularly CIM OSA for production management The

other three sections of the book look at the various problems affecting production management. One of the characteristics of modern production management is the need for better principles, systems and techniques for interorganizational production management. Another topic of crucial relevance is the necessity to master not only repetitive manufacturing but also one of a kind product manufacturing. From the managerial point of view, the forecast based make to stock principles have proven insufficient with market forces demanding fast and reliable deliveries of customer oriented products. The goals of production management have been re-evaluated as a result.

Reinventing the Factory Roy L. Harmon, Leroy D. Peterson, 1990. The factory of the future is here. We have the technology and professional knowledge say leading manufacturing consultants Roy Harmon and Leroy Peterson to implement revolutionary concepts that many managers might regard as futuristic. In this path breaking book Harmon and Peterson move beyond theory to document more than a hundred real life applications of productivity improvement from the focused factory and assembly process design to the plantwide plan gathered from Andersen Consulting. Arthur Andersen Co's offices around the world. The reorganization of existing plants into multiple factories within a factory is the single most important feature of productivity improvement according to Harmon and Peterson. These smaller units known as subplants are honed to the smallest practical size to ensure the highest level of productivity. Multiple subplants can be clustered to focus accountability and authority for production of product families into easily managed groups of processes. With hundreds of diagrams and using examples of companies that operate focused factories in dozens of countries Harmon and Peterson detail both the physical and organizational changes required to make the focused factory a successful and profitable feature of a plant's modernization. In addition to creating subplants and subplant clusters Harmon and Peterson show how manufacturers can dramatically increase productivity by adopting a plantwide plan. In its most basic form the plantwide plan is a layout of a single factory. It includes to the extent practical not only the ideal layout but also step by step strategies for movement of individual processes from their current locations in the factory to final target destinations. Harmon and Peterson explain how managers can use the plantwide plan to eliminate the common problem of compromising ideals too early to accommodate assumed constraints and turn an existing factory into a competitive factory of the future. Today flexibility, creativity and dynamic planning are key concepts for attaining superior manufacturing results. For plant modernization to be profitable the organizational structure must keep pace. Achieving world class status is not enough. The new hallmark of excellence must be continuous improvement to maintain a superior position. The plans and suggestions outlined in *Reinventing The Factory* allow the entrepreneur the responsibility and authority to effect ongoing improvements and render processes adaptable to reflect additions or removals of product lines, changes in sales volume over time and modifications resulting from previous or concurrent improvements. Harmon and Peterson provide the valuable tools and methods necessary to attain such goals. They highlight the dynamic nature of progress itself and show how managers can overcome the most tenacious habit, the resistance to change.

Reinventing the Warehouse Roy L.

Harmon,1993 Having successfully reinvented the factory in his previous books Harmon extends his discussion of productivity from the factory of the future to the 21st century warehouse He illustrates real life applications of important warehousing improvements in more than 50 companies throughout the world Includes examples from GM IBM Xerox 3M and others 150 line drawings **Reinventing the Factory: Managing the world class factory** Roy L. Harmon,Leroy D. Peterson,1990

Documents more than a hundred real life applications of productivity improvement Let's Fix It! Richard J.

Schonberger,2001-12-06 No company is built to last argues world renowned manufacturing guru Richard J Schonberger In this devastating indictment of current manufacturing practices Schonberger submits a four part revolutionary plan to solve the manufacturing crisis for good From his statistically reliable database of 500 top global manufacturers Schonberger finds that by the critical worldwide standard of lean production shedding inventories General Motors General Electric Toyota and other world leaders have stopped improving He presents powerful evidence that in recent years record profits have covered up waste and weakness Clearly a lack of will to renew and recover from the natural tendency toward regression and erosion it is more than a matter of garden variety complacency devastating as that is in this new era of global hypercompetition Schonberger asserts that the inclination of industry leaders to engage in stock hyping to gain a quick fix from the dot com explosion has distracted attention from the basics of world class excellence Among other villains contributing to the crisis Schonberger contends are newly hired managers with no trial by fire experience bad equipment systems and job design and retention of unprofitable customers and anachronistic command and control managerial hierarchies What to do Just as he introduced the legendary just in time framework to the West in the 1980s Schonberger prescribes strong medicine to cure our current malaise Find your blind spots he says Roll confusing time sapping initiatives into a master program that is immune from the flavor of the month Put lean into heavy handed control systems Develop products and standardize processes at home base for ease of migrating volume production anywhere in the world **Logistics Handbook** James F.

Robeson,1994-07-01 The Logistics Handbook encompasses all of the latest advances in warehousing and distribution It provides invaluable how to problem solving tools and techniques for all the ever increasing logistical problems managers face making it the most complete and authoritative handbook to date Special features include The most in depth coverage of a wide range of topics including information systems benchmarking and environmental issues Contributions found nowhere else from the leading executives consultants and academics in the field such as C John Langley James Heskett and David Anderson State of the art graphics Information packed appendixes of logistics publications and organizations This all inclusive reference will enable the next generation of managers to thoroughly integrate their logistics operations at all levels strategic structural functional and implementation into a comprehensive logistics strategy **World Class Manufacturing**

Schonberger,2012-12-11 In his best selling book Japanese Manufacturing Techniques Richard J Schonberger revolutionized American manufacturing theory and more important practice In that breakthrough book he revealed that Japanese

manufacturing excellence was not culturally bound Offering the first demystified explanation of the simple techniques that fueled Japan's industrial success he demonstrated how the same methods could be put to work as effectively in U S plants

World Class Manufacturing: The Next Decade Richard J. Schonberger, 2010-05-11 Since the invention of double entry bookkeeping managers have judged a company's worth by sales and profits Now Richard J Schonberger the architect of the worldwide Just In Time revolution reaches beyond financials to redefine excellence and reveals with new benchmark data how pioneers become dynasties Schonberger's pathbreaking new research reveals that from 1950 to 1995 while financials dipped and soared repeatedly industrial decline and ascendancy correlated perfectly with inventory turnover one of two key nonfinancial indicators and a bedrock measure along with customer satisfaction of a company's power strength and value In this immensely readable book he captures these new metrics the true predictions of future success in 16 customer focused principles created from self scored reports supplied by over 100 pioneering manufacturers in nine countries Armed with new world class benchmark data Schonberger redefines excellence in terms of competence capability and customer focused employee driven data based performance For front line associates to senior executives Schonberger has written manufacturing's action agenda for the next decade This book will be indispensable reading for manufacturing and general managers in all industries as well as for pension fund managers institutional investors stock analysts and stockbrokers

Handbook of Systems Engineering and Management Andrew P. Sage, William B. Rouse, 2014-12-31 The trusted handbook now in a new edition This newly revised handbook presents a multifaceted view of systems engineering from process and systems management perspectives It begins with a comprehensive introduction to the subject and provides a brief overview of the thirty four chapters that follow This introductory chapter is intended to serve as a field guide that indicates why when and how to use the material that follows in the handbook Topical coverage includes systems engineering life cycles and management risk management discovering system requirements configuration management cost management total quality management reliability maintainability and availability concurrent engineering standards in systems engineering system architectures systems design systems integration systematic measurements human supervisory control managing organizational and individual decision making systems reengineering project planning human systems integration information technology and knowledge management and more The handbook is written and edited for systems engineers in industry and government and to serve as a university reference handbook in systems engineering and management courses By focusing on systems engineering processes and systems management the editors have produced a long lasting handbook that will make a difference in the design of systems of all types that are large in scale and or scope *The Routledge Companion to Lean Management* Torbjorn H. Netland, Daryl J. Powell, 2016-12-08 Interest in the phenomenon known as lean has grown significantly in recent years This is the first volume to provide an academically rigorous overview of the field of lean management introducing the reader to the application of lean in diverse application areas from the production floor to

sales and marketing from the automobile industry to academic institutions The volume collects contributions from well known lean experts and up and coming scholars from around the world The chapters provide a detailed description of lean management across the manufacturing enterprise supply chain accounting production sales IT etc and offer important perspectives for applying lean across different industries construction healthcare logistics The contributors address challenges and opportunities for future development in each of the lean application areas concluding most chapters with a short case study to illustrate current best practice The book is divided into three parts The Lean Enterprise Lean across Industries A Lean World This handbook is an excellent resource for business and management students as well as any academics scholars practitioners and consultants interested in the lean world

How Performance Management Is Killing Performance—and What to Do About It M. Tamra Chandler, 2016-03-14 Rethink Redesign Reboot Most people associate performance management with the annual review which is universally dreaded by employees management and HR professionals alike It s a cookie cutter fear based top down approach that emphasizes negatives over positives and stifles healthy career conversations It s never been shown to motivate anyone to do anything but try to avoid it but nobody feels like they have any alternative Tamra Chandler has one and it works Actually Chandler doesn t offer a single alternative she offers an infinite number of them Each organization that uses her Performance Management Reboot is able to develop its own unique version since it doesn t make a lot of sense for organizations with different cultures in different industries and sectors to do things exactly the same way Grounded in the latest scientific findings about motivation it s a transparent employee driven process that values collaboration over competition and rewards people for acquiring new skills and increasing their contribution instead of hitting arbitrary benchmarks Chandler lays out the general principles and then walks you through each step in creating a performance management process that employees will actually embrace rather than avoid and that will help you meet the three objectives of great performance management developing your people rewarding them equitably and driving your organization s performance It s the first comprehensive step by step guide to creating a performance management solution that s tailored to your organization s needs and goals and that places the emphasis squarely on your greatest asset your people

Balanced Automation Systems Luis M. Camarinha-Matos, Hamideh Afsarmanesh, 2013-06-05 Towards Balanced Automation The concept Manufacturing industries worldwide are facing tough challenges as a consequence of the globalization of economy and the openness of the markets Progress of the economic blocks such as the European Union NAFTA and MERCOSUR and the global agreements such as GATT in addition to their obvious economic and social consequences provoke strong paradigm shifts in the way that the manufacturing systems are conceived and operate To increase profitability and reduce the manufacturing costs there is a recent tendency towards establishing partnership links among the involved industries usually between big industries and the networks of components suppliers To benefit from the advances in technology similar agreements are being established between industries and

universities and research institutes Such an open tete cooperation network may be identified as an extended enterprise or a virtual enterprise In fact the manufacturing process is no more carried out by a single enterprise rather each enterprise is just a node that adds some value a step in the manufacturing chain to the cooperation network of enterprises The new trends create new scenarios and technological challenges especially to the Small and Medium size Enterprises SMEs that clearly comprise the overwhelming majority of manufacturing enterprises worldwide Under the classical scenarios these SMEs would have had big difficulties to access or benefit from the state of the art technology due to their limited human financial and material resources

Lean Project Delivery and Integrated Practices in Modern Construction Lincoln H. Forbes, Syed M. Ahmed, 2020-04-01 *Lean Project Delivery and Integrated Practices in Modern Construction* is the new and enhanced edition of the pioneering book *Modern Construction* by Lincoln H Forbes and Syed M Ahmed This book provides a multi faceted approach for applying lean methodologies to improve design and construction processes Recognizing the wide diversity in the landscape of projects and encompassing private and public sector activity buildings and infrastructure the book expands upon the detailed coverage of integrated project delivery and new lean tools and techniques to include Greater emphasis on the importance of creating a lean culture and the initiatives required to transform the industry Expanded discussions of the foundational writings in lean construction theory Exploration of the synergies between lean and green initiatives Specific procedures for modifying planning and scheduling activities to improve the performance of the project team Expanded sections on quality and topics that have become a part of the lean lexicon such as Choosing by Advantages line of balance location based scheduling virtual design teams takt time planning and set based design Discussion questions for beginners and advanced lean practitioners and Improved cross referencing within the text to help the reader navigate the frameworks techniques and tools to support the application of lean principles The techniques described here enhance the use of resources reducing waste minimizing delays increasing quality and reducing overall costs They enable practitioners to improve the quality of the built environment secure higher levels of customer owner satisfaction and simultaneously improve their profitability This book is essential reading for all those wanting to be at the forefront of construction management and lean thinking

U.G.C. Care Listed Research Article Trends Of Pure Science And Applied Disciplines In Higher Education System In India And Abroad During Covid-19 Lockdown Period Prof. Kishor Manikrao Waghmare, Mrs. Manisha Kishor Waghmare, 2020-08-25

Innovations in Competitive Manufacturing Paul M. Swamidass, 2012-12-06 *Innovations in Competitive Manufacturing* is an examination of manufacturing innovations both technical and knowledge based Over the recent past technology has created dramatic changes in manufacturing As a result the book focuses on the use of technology in gaining competitive advantage in global manufacturing Forty topics are surveyed in the book organized into thirteen chapters Each topic is a carefully written account by one or more leading researchers in that area This is the first systematic examination of the recent innovations in manufacturing strategy and technology In addition to providing an

understanding of these manufacturing innovations the book underscores the strategic importance of creating and sustaining the technological resources to ensure a stable manufacturing economic base The book s purpose is to examine the elements that make today s manufacturers successful Many examples from industry throughout the book will enable the reader to appreciate and comprehend the concepts presented in the article In addition to the technical and innovative information implementation issues concerning new ideas and manufacturing practices are explored within the topical discussions Four in depth descriptions of real life cases provide illustration of key principles The book has been constructed as a reference tool for manufacturing researchers students and practitioners Hence after reading the introduction Innovation in Competitive Manufacturing From JIT to E Business any section or topic in the book can be consulted and or read in any sequence the reader may choose

Total Quality Management Hannah A. Stires,1991 Handbook of Construction Management Abdul Razzak Rumane,2016-08-05 The book is developed to provide significant information and guidelines to construction and project management professionals owners designers consultants construction managers project managers supervisors contractors builders developers and many others from the construction related industry involved in construction projects mainly civil construction projects commercial A E projects and construction related industries It covers the importance of construction management principles procedures concepts methods and tools and their applications to various activities components subsystems of different phases of the life cycle of a construction project These applications will improve the construction process in order to conveniently manage the project and make the project most qualitative competitive and economical It also discuss the interaction and or combination among some of the activities elements of management functions management processes and their effective implementation and applications that are essential throughout the life cycle of project to conveniently manage the project This handbook will Focus on the construction management system to manage construction projects Include a number of figures and tables which will enhance reader comprehension Provide all related topics areas of construction management Be of interest to all those involved in construction management and project management Provide information about Building Information Modeling BIM and ISO Certification in Construction Industry Offer a chapter on Lean construction The construction project life cycle phases and its activities elements subsystems are comprehensively developed and take into consideration Henri Fayol s Management Function concept which was subsequently modified by Koontz and O Donnel and Management Processes Knowledge Areas described in PMBOK published by Project Management Institute PMI The information available in the book will also prove valuable for academics instructors to provide construction management project management students with in depth knowledge and guidelines followed in the construction projects and familiarize them with construction management practices

Construction Management Abdul Razzak Rumane,2025-08-14 Management process groups along with the processes in the knowledge areas having to do with the principles and concepts used in the development of major construction activities are very important in the overall

construction management process This volume covers the application of these activities that manage the construction project from inception through to the completion of the construction project Construction Management Project Management Process Principles and Concepts discusses the five elements of management functions which include planning organizing staffing directing and controlling and explains how these activities elements of management functions can be used in construction projects Information about strategic planning operational planning intermediate planning and contingency planning and the steps involved with relevance to construction projections is offered in this volume The different types of organizational structures such as simple functions divisional matrix team based network and modular with an example organizational chart are presented Also covered are staffing processes such as acquisition roles and responsibilities assessment team building training and development along with directing and controlling elements of the management functions This volume is rounded out with the inclusion of the five types of management processes such as initiating planning executing monitoring controlling and closing along with applicable knowledge areas based on the PMBOK methodology This volume provides significant information and guidelines to construction and project management professionals owners designers consultants construction managers project managers supervisors contractors builders developers and many others from the construction related industry involved in construction projects mainly civil construction projects commercial A E projects and construction related industries

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