

Journey To Lean Making Operational Change Stick

Currently, the main operations of companies are either directly or indirectly interconnected in a global-world context. Competition has drifted from an individual to a supply chain basis, where digitalization plays a key role. Companies with better digital capabilities achieve sustainable competitive market advantages. In this context, companies must identify their current position in terms of digital capabilities, link these capabilities to supply chain performance, define their future desired competitive position and how their digital capabilities are going to help them to get there, and forecast their future desired performance not only at the individual company but also at the supply chain level. Increasing Supply Chain Performance in Digital Society considers innovative approaches to measure, manage, and project towards the future of the digital capabilities of both individual companies and supply chains. It also examines the relations these have with performance being a practical tool to identify not only where they are today in terms of digital capabilities but also where they should be long term and the resources needed to get them there. Covering a range of topics such as artificial intelligence and risk management, this reference work is ideal for practitioners, researchers, scholars, business owners, industry professionals, academicians, instructors, and students.

Focused Excellence is not just a practical, straight-to-the-point, and inviting book for practitioners, it is a handy "toolbox" that focuses on the most common methodologies we need to face when resolving operational problems or looking to improve the business. It is a book for real-life scenarios, selecting the right tools and have a deep understanding of the lean transformation applications without the dry statistical jargon that confuses and shocks most people. Whether the practitioner has many years of experience or just starting in operations management or in his lean transformation journey, there is a great deal in this book to learn and practice. In addition, Focused Excellence includes the most used improvement tool templates that are available on-line; anyone can apply the lean methods effortlessly and save valuable time; However, the templates are just the beginning; to maximize your learning, dive deeper with the over 160 complementary real-life cases, videos, lean games, presentations and the practical one-page "Smart Mind" summary for every topic, is like having a handy Swiss knife in your pocket.

Written by a global team of top managers and senior McKinsey experts, this expanded and completely revised second edition provides a wide-ranging manual on the subject of value creation in the chemical industry. Drawing on extensive first-hand management experience, several hundred consulting engagements, and in-depth research projects, the authors outline the key ingredients for managing chemical companies successfully. The book addresses in detail key issues of strategy and industry structure, describes best practice in the core functions of the chemical business system, looks at the state of the art in organization and post-merger management, and covers a selection of the most important current topics such as industrial biotechnology, the role of private equity, and the chemical landscape in China. Although mainly directed at executives and managers in the chemical industry, the knowledge contained in this comprehensive overview will also benefit scientists, engineers, investors, students, and anyone else dealing with management issues in this sector.

Identifying and customizing suitable control strategies is a challenging task, especially when production systems have to cope with variable demands, forecast error, and unstable processes. The focus of this book lies on helping companies with complex and discrete production systems to tailor a production control strategy to their needs. Thereby, the mutual merits of "push" and "pull" systems are taken into account, leading to hybrid strategies. Consequently, the book addresses practitioners who are interested in looking behind the scenes and into the physics of production control. A real-life case study demonstrates the practical applicability of the presented framework.

Production Management

Practical Lean Accounting

Global Private Banking and Wealth Management

Lean IT

Providing Simple, Practical, and Decision-Relevant Information

Making IT Lean

FT Guide to Lean

Digital Business Transformation, Digitalisation, Business Strategy, Business Process, Business Analysis, Business Architecture, Business Models This book serves practitioners as a guide to digital business engineering. It was consciously conceived and prepared from a methodological perspective, thereby avoiding a strongly "technological" approach, rather focusing on the presentation of methods and instruments. Its basis is a tried and tested framework model that can be understood as the ideal management cycle of digital business engineering. The control loop consists of goal-setting (Chapter 1: Setting a Business Strategy), implementation (Chapters 2-5), and success assessment (Chapter 6: Validating the Success of Business Transformation) and is located in an outer circuit. The operational implementation phases of digital business engineering are part of the inner cycle: Defining a Business Case (Chapter 2), Eliciting the Business Processes (Chapter 3), Deriving the Business Requirements (Chapter 4), and Transforming the Business Architecture (Chapter 5). The book follows a didactic structure: Each chapter includes learning objectives, summaries, and repetition questions with solutions that can help the reader to reassure themselves and strengthen their knowledge. Users who want to familiarise themselves with the field of digital business engineering thus have material at their disposal that is ideal for self-study. But these modules can also help experienced digital business engineers to deepen their knowledge in their organisation and to strengthen their overall methodological competence.

Beyond Six Sigma and Lean! Design your processes to facilitate real business growth, in both healthy and unhealthy economies Design for Operational Excellence defines why companies embark upon continuous improvement—and the true answer is not to improve efficiency, quality, or eliminate waste! The reason is to achieve Operational Excellence. Duggan, an established authority on OpEx, provides the design criteria and guidelines that enable you to grow your business organically by refocusing management’s attention from running the business to growing the business. Founded on eight key principles, this groundbreaking system facilitates the continuous flow of value into any operation—from customer service to sales to manufacturing. Kevin J. Duggan is a renowned speaker, executive mentor, and educator in applying advanced lean techniques to achieve Operational Excellence and the author of two books on the subject: **Creating Mixed Model Value Streams and The Office That Grows Your Business—Achieving Operational Excellence in Your Business Processes**. As the Founder of the Institute for Operational Excellence, the leading educational center on Operational Excellence, and Duggan Associates, an international training and advisory firm, Kevin has assisted many major corporations worldwide, including United Technologies Corporation, Caterpillar, Pratt & Whitney, Singapore Airlines, IDEX Corporation, GKN and Parker Hannifin. A recognized expert on Operational Excellence, Kevin is a frequent keynote speaker, master of ceremonies, and panelist at international conferences, and has appeared on CNN and the Fox Business Network.

"This book explores the recent advancements in the areas of lean production, management, and the system and layout design for manufacturing environments, capturing the building blocks of lean transformation on a shop floor level"--

Learn how to make your company more efficient, increase customer value with less work and make better use of your organisation’s resources by implementing a Lean management strategy. The Financial Times Guide to Lean is a guide to the tools that are used to implement Lean, showing you how to apply Lean practices fully into your organisation or company. This book offers a comprehensive and objective look at lean strategy and how it can be tailored for different companies.

The New Realities

23rd International Conference on Flexible Automation & Intelligent Manufacturing

Lessons from the Road

Going beyond business models and getting down to digital business processes

Value Stream Mapping to Add Value and Eliminate Muda

Visual Workplace Visual Thinking

A Practical Tool Book for Business Competitiveness and Lean Transformation.

Hitchhikers do not travel a fixed path. They intentionally wander so they can learn and grow along the way. Embarking on the lean journey is similar; there are many roads on which to wander and no single one is right for all. This title concludes with interviews of lean practitioners on the front lines of change at Chrysler, DTE Energy, and Nemak.

Wealth management is one of the areas in which banks and other personal financial services players are investing heavily. But the market is changing fast. Going forward, players therefore need to adapt their strategies to the new realities: what worked in the past will not, for the most part, be appropriate in the future. This unique book, written by a former McKinsey consultant, offers an up-to-date, detailed, practical understanding of this exciting area of financial services.

Inventory control is an essential task in production management. An effective inventory control can significantly reduce the holding cost and hence, total production cost. Selecting and implementing a suitable production control system plays an important role in inventory reduction and performance improvement of a production system. Since the introduction of Toyota’s just-in-time philosophy, pull control systems have been adopted by numerous companies worldwide, both in the manufacturing and service sectors. This book provides some recent developments in production management and presents modeling and analysis tools for pull production control systems. It contributes by combining theoretical findings and case study analysis results with a practical and contemporary view on how to effectively manage and control production systems. Each chapter in this book focuses on a specific topic in production control systems, allowing readers to identify the chapters that relate to their interests. More specifically, the book is presented in three sections. The first section focuses on the design and implementation aspects of the pull production control systems, as well as performance evaluation approaches for pull systems. The second section presents a recent and comprehensive literature review. Three different case studies on implementation of pull production control systems are presented in the last section. This book can be used as an essential source for students and scholars who need to specifically study the pull control systems. Since the superiority of these systems is controversial, the book can also provide an interesting and informative read for practitioners, managers, and employees who need to deepen their knowledge on pull production management systems.

In the current climate attention has refocused on lean production. While books have looked at the principles of lean production and techniques, this book from McKinsey & Company, the world's most influential management consultancy, provides a unique approach, which is holistic in nature and argues that lean must be central to the strategy and mindset of the company or organization. It will be the most comprehensive book on the tangible and intangible aspects of lean transformation with a complete overview of how organizations should embark upon this arising from the cutting edge work done by the authors with leading companies worldwide.

Optimizing Fixed Asset Investments

A Breakthrough Strategy for Business Growth

How to streamline your organisation, engage employees and create a competitive edge

Handbook of Research on Design and Management of Lean Production Systems

CAPEX Excellence

Developing a 21st century approach to sustainable school transformation

Design for Operational Excellence: A Breakthrough Strategy for Business Growth

In the current climate attention has refocused on lean production. While books have looked at the principles of lean production and techniques, this book from McKinsey & Company, the world's most influential management consultancy, provides a unique approach, which is holistic in nature and argues that lean must be central to the strategy and mindset of the company or organization. It will be the most comprehensive book on the tangible and intangible aspects of lean transformation with a complete overview of how organizations should embark upon this arising from the cutting edge work done by t.

This book introduces a powerful system that explains how to run a company with a focus on continuous improvement. The results are a satisfied customer base, evolving products and an increase in revenue and profits. These factors determine the success for any company because business transformation involves making fundamental changes in how business is conducted to cope with shifts in the market environment. This a comprehensive book for valuable guidance on framing strategy and overcoming challenges for successful and sustainable implementation of a lean production system, daily management system and lean accounting system in companies to empower the managers to serve their customers with timely delivery of quality products while maximizing profits and easing workloads. The main challenge is ensuring operations colleagues in different functions understand the link between their daily work and the profit and loss statement. In addition, it illustrates how finance personnel can assist the operations team and be a part of the transformation journey. This book is not meant to impart theoretical knowledge of the lean production system, daily management and lean accounting, as there are many books already available that focus on the methodology instead of the implementation. This book empowers people in each function of a company, irrespective of which level they work in the company, and shows them the way to operate on a daily basis to achieve the company’s strategy while simultaneously fulfilling their career goals. The book lays out a brief history of the evolution of lean concepts with a focus on lean accounting. This book guides the successful implementation and sustenance of lean and kaizen tools and provides answers to the questions: Who should lead the lean and kaizen implementation in the company? Where should the lean and kaizen journey begin? Which lean and kaizen tools should be implemented first? How important is capacity for the company? How much current capacity is wasted and how much free capacity is available? Where exactly are the resources being wasted in the company? How can the company reduce waste to release capacity for more production? Why should the daily management system and lean accounting system be implemented simultaneously with the lean production system? Why must managers understand the monetary value of their daily activities? Is there an easy way of making a profit and loss statement that is understood at each level in the company? Why is one-day closing of accounts important and how can it be done?

The eight-volume set LNCS 13375 – 13382 constitutes the proceedings of the 22nd International Conference on Computational Science and Its Applications, ICCSA 2022, which was held in Malaga, Spain during July 4 – 7, 2022. The first two volumes contain the proceedings from ICCSA 2022, which are the 57 full and 24 short papers presented in these books were carefully reviewed and selected from 279 submissions. The other six volumes present the workshop proceedings, containing 285 papers out of 815 submissions. These six volumes includes the proceedings of the following workshops: Advances in Artificial Intelligence Learning Technologies: Blended Learning, STEM, Computational Thinking and Coding (AAILT 2022); Workshop on Advancements in Applied Machine-learning and Data Analytics (AAMDA 2022); Advances in Information Systems and Technologies for Emergency management, risk assessment and mitigation based on the Resilience (ASTER 2022); Advances in Web Based Learning (AWBL 2022); Blockchain and Distributed Ledgers: Technologies and Applications (BDLTA 2022); Bio and Neuro inspired Computing and Applications (BIONCA 2022); Configurational Analysis For Cities (CA Cities 2022); Computational and Applied Mathematics (CAM 2022), Computational and Applied Statistics (CAS 2022); Computational Mathematics, Statistics and Information Management (CMSIM); Computational Optimization and Applications (COA 2022); Computational Astrochemistry (CompAstro 2022); Computational methods for porous geomaterials (CompPor 2022); Computational Approches for Smart, Conscious Cities (CASCC 2022); Cities, Technologies and Planning (CTP 2022); Digital Sustainability and Circular Economy (DiSCE 2022); Econometrics and Multidimensional Evaluation in Urban Environment (EMEUE 2022); Ethical AI applications for a human-centered cyber society (EthicAI 2022); Future Computing System Technologies and Applications (FiSTA 2022); Geographical Computing and Remote Sensing for Archaeology (GCRSArcheo 2022); Geodesign in Decision Making: meta planning and collaborative design for sustainable and inclusive development (GDM 2022); Geomatics in Agriculture and Forestry: new advances and perspectives (GeoForAgr 2022); Geographical Analysis, Urban Modeling, Spatial Statistics (Geog-An-Mod 2022); Geomatics for Resource Monitoring and Management (GRMM 2022); International Workshop on Information and Knowledge in the Internet of Things (IKIT 2022); 13th International Symposium on Software Quality (ISSQ 2022); Land Use monitoring for Sustainability (LUMS 2022); Machine Learning for Space and Earth Observation Data (MALSEOD 2022); Building multi-dimensional models for assessing complex environmental systems (MES 2022); MOdels and indicators for assessing and measuring the urban settlement deVEloPment in the view of ZERO net land take by 2050 (MOVEto0 2022); Modelling Post-Covid cities (MPCC 2022); Ecosystem Services: nature’s contribution to people in practice. Assessment frameworks, models, mapping, and implications (NC2P 2022); New Mobility Choices For Sustainable and Alternative Scenarios (NEMOB 2022); 2nd Workshop on Privacy in the Cloud/Edge/IoT World (PCEIoT 2022); Psycho-Social Analysis of Sustainable Mobility in The Pre- and Post-Pandemic Phase (PSYCHE 2022); Processes, methods and tools towards RESilient cities and cultural heritage prone to SOD and ROD disasters (RES 2022); Scientific Computing Infrastructure (SCI 2022); Socio-Economic and Environmental Models for Land Use Management (SEMNUM 2022); 14th International Symposium on Software Engineering Processes and Applications (SEPA 2022); Ports of the future - smartness and sustainability (SmartPorts 2022); Smart Tourism (SmartTourism 2022); Sustainability Performance Assessment: models, approaches and applications toward interdisciplinary and integrated solutions (SPA 2022); Specifics of smart cities development in Europe (SPEED 2022); Smart and Sustainable Island Communities (SSIC 2022); Theoretical and Computational Chemistryand its Applications (TCCMA 2022); Transport Infrastructures for Smart Cities (TISC 2022); 14th International Workshop on Tools and Techniques in Software Development Process (TTSDP 2022); International Workshop on Urban Form Studies (UForm 2022); Urban Regeneration: Innovative Tools and Evaluation Model (URITEM 2022); International Workshop on Urban Space and Mobilities (USAM 2022); Virtual and Augmented Reality and Applications (VRA 2022); Advanced and Computational Methods for Earth Science Applications (WACM4ES 2022); Advanced Mathematics and Computing Methods in Complex Computational Systems (WAMCM 2022).

There is no bigger challenge for organizational change management in the contemporary world than achieving greater sustainability. The challenges associated with sustainable development are multifaceted, including criteria pertaining to the delivery of environmental, social, ethical and economic results. Creating sustainable value requires companies to address issues that relate to pollution and waste, created by industrialization; to respond in a transparent manner to the challenges increasingly raised by the civil society, namely NGOs; to invest in emerging technologies that provide innovative solutions to many of today’s environmental problems; and to effectively respond to the challenges of increased poverty and inequality around the globe. On the other hand, to create shareholder value, managers must focus not only on cost reduction and risk control, but also on fostering innovation, enhancing corporate reputation within external stakeholders, and establishing a credible growth path for the future. The current global financial crisis has left few untouched: unprecedented unemployment figures, public deficits, bankruptcies, redundancies, austerity regimes, and governments bailing out banks all over the globe. World confidence is at a record low. How can management scholars encounter solutions for the dilemmas created by this scenario of change in which they can manage to change sustainably? This book provides some answers to these pressing questions. This book was originally published as a special issue of the Journal of Change Management.

A Selection of Masters Degree Research Projects

New Challenges in Economic Policy, Business, and Management

Engineering Production Control Strategies Creating Enterprise Excellence Through the Technologies of the Visual Workplace, Second Edition Computational Science and Its Applications – ICCSA 2022 Workshops The Lean Practitioner’s Field Book

Advances in Sustainable and Competitive Manufacturing Systems

A new edition of a bestselling industrial and systems engineering reference, Handbook of Industrial and Systems Engineering, Second Edition provides students, researchers, and practitioners with easy access to a wide range of industrial engineering tools and techniques in a concise format. This edition expands the breadth and depth of coverage, emphasizing new systems engineering tools, techniques, and models. See What’s New in the Second Edition: Section covering safety, reliability, and quality Section on operations research, queuing, logistics, and scheduling Expanded appendix to include conversion factors and engineering, systems, and statistical formulae Topics such as control charts, engineering economy, health operational efficiency, healthcare systems, human systems integration, Lean systems, logistics transportation, manufacturing systems, material handling systems, process view of work, and Six Sigma techniques The premise of the handbook remains: to expand the breadth and depth of coverage beyond the traditional handbooks on industrial engineering. The book begins with a general introduction with specific reference to the origin of industrial engineering and the ties to the Industrial Revolution. It covers the fundamentals of industrial engineering and the fundamentals of systems engineering. Building on this foundation, it presents chapters on manufacturing, production systems, and ergonomics, then goes on to discuss economic and financial analysis, management, information engineering, and decision making. Two new sections examine safety, reliability, quality, operations research, queuing, logistics, and scheduling. The book provides an updated collation of the body of knowledge of industrial and systems engineering. The handbook has been substantively expanded from the 36 seminal chapters in the first edition to 56 landmark chapters in the second edition. In addition to the 20 new chapters, 11 of the chapters in the first edition have been updated with new materials. Filling the gap that exists between the traditional and modern practice of industrial and systems engineering, the handbook provides a one-stop resource for teaching, research, and practice.

All the contributions to this volume are condensed versions of research projects undertaken by students in the final year of the online Master of Project Management degree delivered by the University of South Australia in conjunction with Open Universities Australia. Contributors to this book consist primarily of graduated Masters’ students, supported by supervising academics and relevant industry specialists and practitioners. As a result, the authors present current research interests across the breadth of Australia – with many of the perspectives demonstrating relevance to practice globally. The research perspectives presented here focus on four key themes of project management theory and practice: people and organisations; methodologies and practice domains; issues in application; and continuous improvement and benchmarking. Collectively, this work will be of particular interest to project management academics and researchers, post-graduate students, and the broader project management community.

Provides the foundation and tools that are essential for an enterprise to bring Operational Excellence into their organizational culture; gain maximum results, benefits and value Strategies for and implementing details for enterprises at all levels of maturity from those with programs in place to those looking to improve safety, health, environment performance as well as the efficiency and effectiveness of their operations Includes topics from concept to sustainability satisfying knowledge requirements of all levels in the organization Defines program objectives; develops improvement strategies; identifies and prioritizes improvement opportunities; implements improvement plans; monitors, continuously improves and sustains results Applicable to a broad variety of operating enterprises, academic insitutions and third party implementing organizations

The proceedings includes the set of revised papers from the 23rd International Conference on Flexible Automation and Intelligent Manufacturing (FAIM 2013). This conference aims to provide an international forum for the exchange of leading edge scientific knowledge and industrial experience regarding the development and integration of the various aspects of Flexible Automation and Intelligent Manufacturing Systems covering the complete life-cycle of a company’s Products and Processes. Contents will include topics such as: Product, Process and Factory Integrated Design, Manufacturing Technology and Intelligent Systems, Manufacturing Operations Management and Optimization and Manufacturing Networks and MicroFactories.

Strategies for the Chemical Industry

Focused Excellence

Enabling and Sustaining Your Lean Transformation

The Lean Leader

Operations Management

Operational Excellence

Applying Lean Practices to the Work of IT

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. –Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. –Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. –Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. –Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. –John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! –Dave Wilson, Quality Management, Oregon Health & Science University

The methods and concepts presented in the bestselling first edition revolutionized the approach to the management and control of Lean companies. Enhanced with extensive end-of-chapter exercises and a CD-ROM with Lean accounting tools, the second edition of this preeminent practitioner’s guide is now suitable for classroom use. Practical Lean Account

In this groundbreaking sequel to The Gold Mine, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. The Lean Manager: A Novel of Lean Transformation reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? The Lean Manager: A Novel of Lean Transformation, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” The Lean Manager gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That’s why this book matters so much.” The Lean Manager, the sequel to the Ballé’s international bestselling business novel The Gold Mine, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of The Gold Mine), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant’s operations, to foster a lean attitude that sustains continuous improvement. Where The Gold Mine shows you how to introduce a complete lean system, The Lean Manager demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. “I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people,” said Jeffrey Liker, author of The Toyota Way and professor of Industrial and Operations Engineering at the University of Michigan. “People who do the work have to improve the work. There are tools, but they are not tools for ‘improving the process.’ They are tools for making problems visible and for helping people think about how to solve those problems.”

*Journey to Lean*Making Operational Change Stick

Learning to See

Sustainability and Organizational Change Management

Andy & Me, Second Edition

Digital Business Engineering

Crisis & Transformation on the Lean Journey

Fighting Muda in Times of Muri

Perspectives in Project Management

Much of current management literature focuses on a limited set of ‘classical’ value levers, such as cost reduction, sales optimization or mergers & acquisitions, thus neglecting another core value lever: capital investments. That capital investments receive such limited attention is all the more surprising when one considers how vitally important they are to the economy as a whole as well as individual businesses. There is significant value-creation potential in optimizing capital investments. Investments not only determine the asset structure of a venture. They also enable the introduction of new products structural cost reductions. The book focuses on core questions to be answered in the critical design and realization phase of new investments: Right positioning – does the competitive situation allow the investment to be successful Right technology – how to optimize timing and risks of technology innovations Right timing – how to cope with economic cycles Right size – how to identify the optimum size of an asset Right location – how to find the best location for an asset Right design – how to make investments lean and flexible Right financing – how to structure the investment financing The book features an introductory section that provides an overview of investments across the globe, across industries and across time provides practical advice on how to allocate capital to several projects within a company’s investment portfolio. Optimising Fixed Asset Investment is illustrated with real world examples from a range of industries. This book is essential reading for managers faced with challenges of making individual or portfolio capital investment decisions and who are responsible for managing these capital assets over their entire asset lifecycle. The ideas put forward within the book will help to sharpen the focus of management on the impact capital investments have on the well-being and growth of their companies. Optimizing Fixed Asset Investments is a strategic manual for everyone involved or interested in large fixed-capital investments.

In Beyond Performance Management, Jeremy Hope and Steve Player offer answers, critically reviewing forty well-known management tools and practices—from mission statements, balanced scorecards, and rolling forecasts to key performance indicators, Six Sigma, and performance appraisals. Hope and Player help you select the right frameworks and approaches based on your organization’s needs, then offer guidance on implementing each one and extracting its maximum value. For each of the forty tools and practices they review, the authors explain: the nature and effectiveness of the tool or practice, its potential to improve your company’s performance; the actions required to maximize the tool’s potential, and resources you can use to dig deeper into each practice. With its rigorous analysis and solid, practical advice, Beyond Performance Management helps tune out the background noise about performance management tools so you can select the ones your company actually needs.

Finally, an operations management book to get excited about. Operations Management: A Supply Chain Process Approach exposes students to the exciting and ever-changing world of operations management through dynamic writing, application, and cutting-edge examples that will keep students interested and instructors inspired! Author Dr. Joel Wisner understands that today’s students will be entering a highly competitive global marketplace where two things are crucial: a solid knowledge of operations management and an understanding of the importance for organizations to integrate their operations and supply chain processes. With this in mind, Wisner not only provides a clear and comprehensive introduction to operations management, but also gives attention to the important processes involved in linking firms’ operations in a supply chain environment.

Responding to the demand by researchers and practitioners for a comprehensive reference, Handbook of Industrial and Systems Engineering offers full and easy access to a wide range of industrial and systems engineering tools and techniques in a concise format. Providing state of the art coverage from more than 40 contributing authors, many of whom a

Increasing Supply Chain Performance in Digital Society

EBOOK: Matching Supply With Demand: An Introduction To Operations Management

The Hitchhiker’s Guide to Lean

Journey to Creating Sustainable Value

Advanced Models, Tools, and Applications for Pull Systems

Design of a Time-Based and Analytics-Supported Methodology Grounded in Six Sigma

Performance Improvement Quarterly

The first part of this volume broadens the understanding of contemporary industrial policy in local, regional, national, and international contexts. The chapter by Wojnicka-Sycz (2020) undertakes one of the most important challenges in RIS3, i.e. the evaluation of the impact of regional SS industries on the development of Polish regions. Based on the spatial panel models for 2012–2017, she reveals the positive impact of SS industries’ employment dynamics on regional GDP per capita. The chapter responds to the research gap in a direct measurement of how SS areas affect regional development. The results provide the rationale for policy-makers to pursue these strategies further. The chapter contributes to regional New Industrial Policy by proving the efficiency of SS in strengthening regional performance. Factors and barriers to the development of smart mobility in mediumsized Polish cities are the focus of the chapter by Kachniewska (2020). The author applies a comprehensive set of methods to tackle this issue and identifies the conditions for smart mobility, drawing primarily on expert opinions. The results enable a natural generalization of the identified determinants to the similar context of Polish towns, the more important that the research on medium cities is much rarer than studies on metropolises. This contribution belongs to the research streams of city governance and databased services, which are closely connected to and dependent on industrial digital transformation. Moreover, smart mobility addresses the objective of environmental protection, one of the crucial targets of NIP. Godlewska-Dziobo? (2020) performs international comparisons between Central and Eastern European Countries in 2020–2018. Particularly, she focuses on the sectoral transformation of the employment structure in these countries. Besides the important observations of spatial dynamics in sectoral structures, the chapter points to the increased importance of services relative to manufacturing in contemporary structural transformations. Thus, it justifies the expanded scope of New Industrial Policy that encompasses not only industry, recently refreshed with 4.0 Revolution, but also services, particularly the digital ones. The chapter by Czech (2020) identifies the impact of global debt on the national amounts outstanding of credit default swap contracts (CDS) in nonfinancial institutions. She finds the dynamics of the CDS notional amounts outstanding in response to global household indebtedness and total non-financial sector indebtedness in domestic banks. This contribution brings valuable practical insights about the core and dynamics of CDS and their usefulness in alleviating risks in international exchange. We find this input particularly relevant for industries and enterprises operating in global value chains. Widera (2020) performs a spatial analysis of the induced population potential of the communes in the Opolska region in 2000 and 2018. The econometric analysis revealed both the own potential of the communes and the interactions with neighboring communes to develop this potential. These findings are important to theorize about the bottom-level sources of territorial units’ potential, both internal and those stemming from spatial interactions. We find these conclusions relevant to understand local-level origins of regional transformations, as well as interdependencies among local territorial units. The next two parts of this volume present micro-level and bottomup contexts for industrial policy. Particularly, these are the insights from management and business research and from the research on governing various stakeholder interests and networks. In the second part, based on management and business theory and empirical evidence, the authors discuss human resource and technological challenges faced by the contemporary industry. Potoczek (2020) performs a bibliometric research to recognize the advancement of the process approach in organizations. She finds the research on process improvement as emerging. The major research community in that area belongs to the IT field, while management researchers are still a minor group. The author recommends the increased interest from the management field as conducive to the 4.0 transformation of organizational processes. These results provide policy-relevant input to the understanding of how academic research tackles digital transformation in organizational processes. The chapter by Igielski (2020) uses a survey among a sample of large enterprise senior managers headquartered in Poland to check whether and how they develop employee skills for the challenges of Industry 4.0. The results are pessimistic since they reveal the lack of adaptive and developmental actions in this regard. Nevertheless, there is also a positive sign, namely the awareness of the challenges posed by the 4.0 revolution. Thus, the chapter is valuable for the recommendations as to competence development in industrial transition to the digital economy. Flak (2020) presents an interesting test for the system of organizational terms as to its usefulness in the practice of motivating people and in a dedicated software. Based on a research experiment in real-life business settings, the author proves the applicability of theory-driven organizational terms in software applications supporting managers in their motivating functions. The chapter contributes important observations as to the interrelations among managerial and technological resources in motivating employees. Sztorc (2020) investigates lean management tools at hotels in Poland, based on a large sample of hotel representatives. The results are helpful in understanding the types of lean management tools, as well as their major targets in the researched organizations. The input of the study rests in filling the research gap as to the particular tools of lean management applied in the hotel industry to improve services and processes. The focus of this chapter on a particular industry provides a relevant basis for further application and upgrading of this service sector. The chapter by Mazurkiewicz (2020) offers an assessment of the impact of national culture on career orientation and career values among Polish and Chinese students of economics. Surprisingly, the value system does not differ much between the two national samples, despite the distinct characteristics of the two national cultures, according to Hofstede’s method. Consequently, the author assumes national culture as moderator of career values rather than their determinant. These results provide a contribution to the understanding of job motivations among future corporate employees, a critical determinant of all industrial transitions. Kowalik (2020) investigates the economic benefits perceived by student participants of scientific projects. Based on the survey, the author reveals students’ recognition of scientific projects as bringing economic effects. The study offers practical implications for young people engaging in research activities, as well as for research policy that might acknowledge additional important outcomes, besides purely scientific objectives. The third part discusses how governing networks and interests can ensure sustainable and socially responsible industries and enterprises. Sectoral and industrial collaborations are supposed to enhance industrial convergence (EOCIC, 2019). In this vein, Lis (2020) focuses on collaborative attitudes in clusters and technological parks. Cluster organizations are established to rip the localization and agglomeration economies, as well as synergies from cooperative links. Despite some history of operations, the surveyed Polish cluster initiatives and technology parks still reveal low development of enterprise cooperation. The author suggests self-evaluation of management and participants of the researched organizations to understand the accomplished level of collaboration and derive practical implications. This contribution is important to understand the performance of some organizational measures of industrial policy and their real input to industrial transformation. The chapter by Kowalczyk (2020) investigates sociocultural conditions of CSR-practices in the construction industry of selected European countries. Based on a survey with a large convenience sample, the author confirms the strength of stakeholder pressure on CSR practice as well as the mediating role of company culture in this relationship. At the same time, country differences were indicated as significant for CSR practice and worth further explanation of its variance. This study is valuable for the explanation of interests and stakeholder pressure affecting a particular industry, thus determining the development conditions of that industry. Another industry-specific study has been proposed by Kurzak-Mabrouk (2020), who focuses on food businesses. This chapter addresses the critical strategic direction of NIP that refers to sustainable and responsible growth with regard to environmental protection. The author performed the interviews with top and middle managers of a large representative sample of Polish food companies. The findings are optimistic, since the majority of companies undertake the efforts towards comprehensive sustainable development strategies voluntarily, and not only due to legal enforcement. Still, the researched enterprises do not fully apply these strategies as yet. Resonating with the study by Lis (2020), Flieger (2020) identifies network types according to the collaboration maturity level in a local government unit. The research on collaborative networks in public organizations still remains unique. Therefore, this study fills the research gap. The author uses a casebased approach to identify the network features that change according to the maturity level of relationships. The findings are useful for the practice of developing collaboration in local governments and contribute to our understanding of the context for industrial development.

Visual Workplace/Visual Thinking (VWVT) was written by the acknowledged leading expert in workplace visually. While other books touch upon visual workplace tools and practices, no other author has addressed the topic with the clarity and depth presented here. This is a seminal book, considered by many the definition of the field itself. First published by a small, independent press in 2005, the

book won the prestigious Shingo Research Prize in the same year. It was then and remains the only book of its kind that describes the conceptual and practical foundation for workplace visuality, derived from dozens of hands-on implementations in some of the world’s best or most challenging companies. Written not by an academic, but by a hands-on practitioner who has worked for three decades with companies in various phases of visual transformation, the work carries the reader from the usual starting point of 5S through to the full power of the visual-lean® alliance. The book’s 11 chapters are in four sections. The first defines the visual workplace in relation to operational excellence, along with the eight building blocks of visual thinking. The next section, which targets the cultural conversion, is unexpectedly thrilling as it describes the genuine transformation of both company and employee which is at the heart of every visual conversion. Section 3 maps the logic and sequence of Dr. Galsworth’s 10-Doorway template as you learn about the visual side of 5S, visual standards, visual scheduling, visual material control, visual metrics, visual problem-solving, visual leadership as well as the visual machine® and visual-lean® office. The final section of VTVW places visual management within the visual continuum, shows you how to use the ten doorways to assess your own company, and concludes with a discussion of the visual-lean alliance, illustrated through a conversion case study. With over 25 full-color albums of visual solutions, 50+ graphs and charts, a detailed table of contents and in-depth index, this 277-page book positions the technologies of the visual workplace as a premier improvement strategy on every company’s journey to operational excellence.

While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person’s expert status, The Lean Practitioner’s Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

Learn to Transform presents a philosophy, style and approach to school improvement and transformation that responds to schools’ current needs and aspirations. It shows how schools in all settings, and at any stage of development, can be transformed by identifying strategies to enable them to move forward. The Learn to Transform approach: - Enables any school to explore where they are now and where they might be - Identifies factors that will act as catalysts and/or inhibitors for the transformation journey - Uniquely combines content and process elements with key cultural dynamics to offer a means of assuring transformation is successful. This second edition tests, trials and takes forward the original model with case studies of successful transformation in a range of different contexts. Transformation can be realisable, attainable and sustainable - this book offers a framework for you to engage confidently with the transformation agenda and provides a range of examples to encourage and support you in creating your own ‘transformation journey’.

Value Creation

The Lean Business Guidebook

A Guide to Tailor Strategies that Unite the Merits of Push and Pull

A Personal Journey of Transformation

Accounting in the Lean Enterprise

Beyond Performance Management

Second Edition of a Shingo Prize Winner Based on the author’s personal experience with Toyota’s master teachers and with companies in the midst of great change, Andy & Me: Crisis & Transformation on the Lean Journey, now in its second edition, is a business novel set in a failing New Jersey auto plant focusing on the tribulations of Tom Pappas, the plant manager. The situations, characters, and plant politics will ring true with many readers. In a cool, readable style, this highly popular work follows Tom’s relationship with Andy Saito, a reclusive retired Toyota guru whom Tom persuades to help save his plant through the teaching of the legendary Toyota Production System (TPS). On this journey, the reader learns that TPS is more than just a collection of tools; it entails a new way of thinking and behaving. Though Tom finds success – both in his plant and in his personal life – he learns from Andy that successful improvement is endless and eternal. This edition includes study questions after each chapter to support your learning and help you tell some of your own stories.

Pascal Dennis discusses the 2nd edition of his Shingo Prize-winning book Andy & Me.

Markus Hammer investigates a time-based and analytics-supported operations management approach. He explores five perspectives: 1) the needs of industry, in particular manufacturing in process industries, 2) the impact of digitization, with focus on Big Data and analytics, 3) the management of operations through time-based performance metrics, 4) how operations improvement methods and advanced process control help achieve resource-productive operations and 5) learning from practice based on two empirical case studies. The author conceives, explains, and tests an implementation methodology. The final case study proves that the developed implementation methodology works in practice.

Making IT Lean: Applying Lean Practices to the Work of IT presents Lean concepts and techniques for improving processes and eliminating waste in IT operations and IT Service Management, in a manner that is easy to understand. The authors provide a context for discussing several areas of application within this domain, allowing you to quickly gain i

This book represents the essential body of knowledge for an introductory operations management course. The guiding principle in the development of Matching Supply with Demand has been “real operations, real solutions.”

The Lean Manager

Management Approach for Resource-Productive Operations

Handbook of Industrial and Systems Engineering, Second Edition

How to Satisfy Your Customers and Maximize Your Profit

Making Operational Change Stick

Malaga, Spain, July 4-7, 2022, Proceedings, Part V

Why, When, and how to Use 40 Tools and Best Practices for Superior Business Performance

Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.]

Despite the obvious need for transparency, a company’s Lean results can continue to hide behind the mask of traditional accounting and dilute the benefits of a Lean implementation. When your organization opts to go Lean, you must empower your accountants with Lean tools that serve the Lean mission. Winner of a Shingo Research and Professional Public

Without Lean leaders, there can be no Lean. If an organization wants to be Lean, its leaders must lead using Lean principles. Put another way, until the top of your organization fully embraces Lean, the rest of your organization will never be Lean. The Lean Leader: A Personal Journey of Transformation uses a compelling novel format to tackle the nuts and bolts of leading a Lean transformation. Readers follow along as the characters face real crises and what seem to be unreasonable deadlines. As the story progresses, readers will see how the main character, Don, and his colleagues transform from being “command and control” autocrats—those who make decisions and bark orders—to more Socratic coaches and mentors. As Don and his staff come to realize that the folks they employ are the real experts in the processes they control, you will learn why it behooves you to do more asking than telling. You will come to realize that a leader’s greatest skill must be in coaching great performance from their people. You will also witness the difference between managing and leading. After reading this book, you will understand why it’s so important to shed the decision-making tasks that have cluttered your days, and how to delegate those decisions to employees who are closer to the action. You will learn how important it is to look over the horizon to identify upcoming challenges, define and communicate new courses of action, and compel others to follow. Most importantly, you will learn exactly what it takes to lead a Lean organization that thrives socially, as well as financially.

Most Lean practitioners learn about the three Ms: muda (waste), mura (unevenness or variability), and muri (overburden), and beginners in Lean generally focus on the removal of muda. The impact of muri is not as readily understood. It is extremely significant, however, for those working in government. Decisions on staffing levels and resource allocation are made by elected officials who are generally disconnected from daily operations. Short-sighted cost-cutting makes it difficult to deliver quality services as efficiently as possible. The mantra of “do more with less” creates ever-increasing muri. In contrast to robust Lean programs in privately owned companies, efficiency initiatives are regularly cut from public-sector budgets. Antiquated systems remain in place, with too few workers to operate the existing processes. The debilitating impact of persistent muri brings burnout and turnover, perpetuating a vicious cycle. Despite the muri, a dedicated cadre of public servants is hard at work using Lean techniques and principles to break down bureaucratic red tape and improve the quality of services at every level of government across the country. While the author incorporated examples of Lean initiatives in other states to give readers an idea of all the terrific work that is occurring, this book is really the story of one of those journeys. Using the author’s experience while working for the State of New Hampshire, you’ll learn about the steps along the way. Each chapter tells a story of what they did, what they learned, and how the lessons can be applied.

Annotated outlines of White, Yellow, and Green Belt programs, and the Lean for Leaders workshop, as well as two hypothetical scenarios that were used as training exercises are included. These approaches are not intended to be authoritative or prescriptive; they are offered as insights and examples. You’ll read about the challenges and pitfalls, and the creative countermeasures developed by a dauntless team of Lean practitioners. The story is shared to inform and encourage others -- material based on the New Hampshire Bureau of Education and Training’s Lean programs is included throughout the book.

Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work

Journey to Lean

Learn to Transform

Handbook of Industrial and Systems Engineering

A Public-Sector Journey to Lean

A Supply Chain Process Approach

A Proven System for Measuring and Managing the Lean Enterprise, Second Edition