

IMPROVEMENT OF PROCESS CYCLE EFFICIENCY BY IMPLEMENTING A LEAN PRACTICE: A CASE STUDY

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Abstract

"Lean" is an established industrial paradigm with proven track record in various sectors of the industry (Womack and Jones, 1996). World-Class multinational companies such as Toyota (second biggest global car manufacturer), Porsche's (most profitable Global OEM), Boeing (largest global aerospace business) and Tesco (third largest global retailer) have adopted Lean at the Corporate level. It is an applied methodology and step by step technique that results work tasks in a process to be performed with the least involvement of non-value adding activities greatly resulting in reduced process time, wait time, queue time, operation time, move time, administrative time and other delays. This paper addresses the implementation of Lean Manufacturing in a small scale production industry. The main objective of this practice was to minimize the waste on the shop floor. This paper shows the application of Value Stream Mapping (VSM) in detail. By identifying the waste and its sources the present and future states of value stream maps are developed to improve the production. This improvement technique focuses the benefits of Lean production techniques in various stages of V.M. Auto Parts Pvt. Ltd. and results 6-7% potential cost saving reduction in cycle time and increase in cycle efficiency is guaranteed. The flow process or cycle time was enhanced thus minimizing various non value added actions and times such as bottle necking time, waiting time, material handling time, etc. More generic approach to design lean environment can be developed by this case study.

Keywords: Lean Manufacturing, Value Stream Mapping, cycle time, Takt time Cycle efficiency.

1. Introduction

Lean Manufacturing is based on the Toyota Production system developed by Toyota which focuses on eliminating waste, reducing inventory, improving throughput and encouraging employees to bring attention to problems and suggest improvements to fix them(Womack et al.1991). The basic definition of Lean Manufacturing can be stated as a formal approach to manufacturing that seeks to reduce the cycle time to processes, increase the flexibility and improve quality. The basic concept of Lean manufacturing is maximizing customer value while minimizing waste, thereby achieving manufacturing excellence through the creation of more value with fewer

Process Cycle Efficiency Improvement Through Lean A Case

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Proceedings of First International Conference on Emerging Trends in Mechanical Engineering , Advances in Manufacturing Systems Shailendra Kumar,K. P. Rajurkar,2021-02-25 This book presents the select proceedings of the International Conference on Recent Advances in Manufacturing RAM 2020 The volume focuses on latest research trends in manufacturing systems such as CAE CAD CAM robotics and automation reverse engineering resource planning and simulation computer integrated manufacturing CIM systems product life cycle management collaborative engineering process monitoring control and traceability technologies supply chain management environment risk analysis and manufacturing systems of renewable energy devices The topics covered also include emerging fields of the fourth industrial revolution such cyber physical systems and cyber security and wireless sensors and sensor networks for manufacturing This book will be of interest to researchers and practitioners interested in latest developments in the field of manufacturing systems

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Supply Chain Strategies, Issues and Models Usha Ramanathan,Ramakrishnan Ramanathan,2013-09-12 In the 21st century supply chain operations and relationships among supply chain partners have become highly challenging necessitating new approaches e g the development of new models Supply Chain Strategies Issues and Models discusses supply chain issues and models with examples from actual industrial cases Expert authors with a wide spectrum of knowledge working in various areas of supply chain management from various geographical locations offer refreshing novel and insightful ideas and address possible solutions using established theories and models Supply Chain Strategies Issues and Models features studies that have used mathematical modeling statistical analyses and also descriptive qualitative studies The chapters cover many relevant themes related to supply chains and logistics including supply chain complexity information sharing quality six sigma electronic Kanbans inventory models scheduling purchasing and contracts To facilitate easy reading the chapters that deal with supply chain related issues are first followed by studies on inventory scheduling purchasing and logistics This book can be used as a useful resource of supply chain management by academics students and practitioners This book can serve as a helping tool in managerial decision making for investments in collaboration and information exchange to improve forecasts scheduling and inventory management and for supply chain

managers to leverage product and process complexities into competitive advantage Some interesting mathematical models can appeal to students and researchers interested in modeling the impact of information sharing in supply chains

International Conference on Applied Technologies Miguel Botto-Tobar,Lohana Lema Moreta,Marcelo Zambrano Vizuite,Sergio Montes León,Pablo Torres-Carrion,Benjamin Durakovic,2025-05-13 This book constitutes the refereed proceedings of the 6th International Conference on International Conference on Applied Technologies ICAT 2024 held in Samborond n Ecuador during November 20 22 2024 The 25 full papers included in this book were carefully reviewed and selected from 95 submissions They were organized in topical sections as follows Computing E learning Electronics Technology Trends Intelligent Systems Machine Vision and AT for Engineering Applications **Combining ITIL and Lean. The pursuit of perfection through continuous improvement** Alexandra Arbter,2022-11-11 Master s Thesis from the year 2015 in the subject Business economics Business Management Corporate Governance grade 1 University of Applied Sciences Burgenland Department Information Technology and Information Management language English abstract An increasing competitive market in service businesses is driving multinational corporations MNCs to implement business improvement philosophies and methodologies in order to address customer requirements for better quality service and organizational demands for rising profit margins through cost reduction The Information Technology Infrastructure Library ITIL has been implemented by various MNCs in full or as per business requirements in order to manage and control their processes more effectively However due to dynamic economic influences in recent year s these companies require to step up in their ability to become more agile and continuously improve their processes in order to react in an agile way to shifting market demands Although ITIL stands for a framework of best practices it neglects a clear customer value proposition and provides only limited significance towards change Lean on the other hand is a management methodology that has been suggested as a means to resolve these problems by reducing costs increase productivity and becoming more agile within daily business routines Lean s application within ITIL is becoming progressively popular among researchers but despite the application of Lean approaches to different contexts within manufacturing industries the specifics of Information Technology Service Management ITSM in the services industries remains largely untested Focus of this study is worldwide the service delivery industry of MNCs which present complex process driven industries The aim is to determine in which relation or what kind of potential there is for a hybrid ITIL seven step improvement process and Lean model in order to accomplish a more agile continual service improvement approach ICCAP 2021 A Mohan,D. S. Vijayan,2021-12-22 This proceeding constitutes the thoroughly refereed proceedings of the 1st International Conference on Combinatorial and Optimization ICCAP 2021 December 7 8 2021 This event was organized by the group of Professors in Chennai The Conference aims to provide the opportunities for informal conversations have proven to be of great interest to other scientists and analysts employing these mathematical sciences in their professional work in business industry and government The Conference continues to promote

better understanding of the roles of modern applied mathematics combinatorics and computer science to acquaint the investigator in each of these areas with the various techniques and algorithms which are available to assist in his or her research We selected 257 papers were carefully reviewed and selected from 741 submissions The presentations covered multiple research fields like Computer Science Artificial Intelligence internet technology smart health care etc brought the discussion on how to shape optimization methods around human and social needs [The Six Sigma Handbook, 5E](#) Thomas Pyzdek,Paul A. Keller,2018-09-07 The most important reference to Lean Six Sigma fully updated for the latest advancesThis thoroughly revised industry standard guide delivers all the information you need to apply Lean Six Sigma techniques and dramatically improve processes profitability sustainability and long term growth Written by two of the foremost authorities in the field the book contains full explanations of the latest lean problem solving and change management principles and methods You will discover how to build the best teams and foster effective leadership while maximizing customer satisfaction and boosting profits The book includes coverage of the recently released Minitab 18 The Six Sigma Handbook Fifth Edition covers Building the responsive Six Sigma organization Recognizing and capitalizing on opportunity Data driven management Maximizing resources Project management using DMAIC and DMADV The define phase The measure phase Process behavior charts Measurement systems evaluation The analyze phase The improve design phase The control verify phase **Flexible Automation and Intelligent Manufacturing: Establishing Bridges for More Sustainable Manufacturing Systems** Francisco J. G. Silva,Luís Pinto Ferreira,José Carlos Sá,Maria Teresa Pereira,Carla M. A. Pinto,2023-08-24 This book reports on cutting edge research and developments in manufacturing giving a special emphasis to solutions fostering automation sustainability and health safety and well being at work Topics cover manufacturing process analysis and optimization supply chain management quality control as well as human factors and logistics They highlight the role and advantages of intelligent systems and technologies discussing current best practices and challenges to cope with in the near future Based on proceedings of the 32nd edition of the International Conference on Flexible Automation and Intelligent Manufacturing FAIM 2023 held on June 18 22 2023 in Porto Portugal this second volume of a 2 volume set provides academics and professionals with extensive information on innovative strategies for industrial management in the era of industry 5 0 **Six Sigma Handbook, Fourth Edition (ENHANCED EBOOK)** Thomas Pyzdek,Paul A. Keller,2014-05-29 This fully revised bestseller integrates Lean methodologies and certification coverage and features bonus videos quizzes and sample files The Six Sigma Handbook Fourth Edition reveals how to realize significant gains in quality productivity and sales in any organization This new edition offers vast improvements to examples and offers videos sample data files for download and online quizzes for all levels of Six Sigma certification The content features further integration of Lean methods and examples healthcare examples risk management and case studies of various deployment and analysis techniques Includes two sample quizzes for Six Sigma certification one for Green Belt candidates and one for Black Belt candidates Links to five videos that walk you through

specific processes such as Minitab functions statistical process control and how to read a Pareto chart Clearly defines the management responsibilities and actions necessary for successful deployment Fully incorporates Lean problem solving and statistical techniques within the Six Sigma methodology **Lean Six Sigma for Service** Michael L. George,2003-07-15 Bring the miracle of Lean Six Sigma improvement out of manufacturing and into services Much of the U S economy is now based on services rather than manufacturing Yet the majority of books on Six Sigma and Lean today s major quality improvement initiatives explain only how to implement these techniques in a manufacturing environment Lean Six Sigma for Services fills the need for a service based approach explaining how companies of all types can cost effectively translate manufacturing oriented Lean Six Sigma tools into the service delivery process Filled with case studies detailing dramatic service improvements in organizations from Lockheed Martin to Stanford University Hospital this bottom line book provides executives and managers with the knowledge they need to Reduce service costs by 30 to 60 percent Improve service delivery time by 50 percent Expand capacity by 20 percent without adding staff **ASME Technical Papers** ,2000 *Strategic Continuous Process Improvement* Gerhard Plenert,2011-10-24 Proven methods for achieving continuous process improvement Resolve quality chaos by creating a link between quality problems and their optimal solutions With a focus on building an integrated quality environment Strategic Continuous Process Improvement Which Quality Tools to Use and When to Use Them begins by discussing the different types of continuous process improvement CPI systems available This practical guide explains how to implement a strategic performance model and select and integrate appropriate metrics to achieve desired results Tested techniques for executing an improvement process are included along with real world examples The book concludes with a plan to help you sustain an ongoing culture of continuous quality improvement in your organization Find out how to Identify CPI opportunities Evaluate various CPI options using comparative benchmarks Understand the characteristics of each quality option Map CPI characteristics against quality problems Select the appropriate tool to fit a specific quality problem Recognize the role of governance and performance reviews Cascade and communicate CPI throughout your organization Move the needle toward successful process optimization Logistics Management ,2008 *Paper* ,2000 Bulletin of the Engineering Experiment Station ,1923 **Bulletin** Cornell University. Engineering Experiment Station,1923 **Indian Defence Review** ,2005 **Transactions of the American Society of Mechanical Engineers** American Society of Mechanical Engineers,1929 Vols 2 4 11 62 68 include the Society s Membership list v 55 80 include the Journal of applied mechanics also issued separately as contributions from the Society s Applied Mechanics Division Bulletin of the Engineering Experiment Station Cornell University,Cornell University. Engineering Experiment Station,1923

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