

Contents

1	Production Optimization.....	1
1.1	The Organisation of Production.....	3
1.1.1	The Factory.....	4
1.1.2	The Value Stream	6
1.2	The Four Goals of Production	10
1.2.1	The Dilemma of Production Process Planning	13
1.2.2	The Logical Square of Goals	19
2	Value Stream Analysis	25
2.1	Product Families	31
2.1.1	Product Family Matrix.....	32
2.1.2	Production Procedure and Family Likeness.....	34
2.2	Customer Demand	37
2.2.1	Customer Takt Time	38
2.2.2	Fluctuations in Customer Demand.....	41
2.3	Production.....	44
2.3.1	Production Processes	46
2.3.2	Material Flow.....	66
2.3.3	Order Processing.....	72
2.4	Potential for Improvement	83
2.4.1	Production Lead Time	85
2.4.2	Line Balancing.....	90
3	Value Stream Design	97
3.1	Production Structuring.....	105
3.1.1	Business Types	108
3.1.2	Allocation of Resources.....	114
3.2	Production Process Design	117
3.2.1	Capacitive Dimensioning of Resources	118
3.2.2	Process Integration and Continuous Flow Production	121
3.3	Production Control.....	139
3.3.1	Direct Coupling of Production Processes	144
3.3.2	Consumption-Oriented Kanban-Regulation	156
3.3.3	Production Control at the Pacemaker Process	183
3.4	Production Planning.....	190
3.4.1	Smoothing the Production Volume.....	191
3.4.2	Levelling the Production Mix	196

3.4.3	Capacitive and Restrictive Bottleneck Control	206
3.4.4	Characteristics of Lean Planning und Controlling	211
3.5	Conception and Implementation	213
3.6	Value Stream Management	218
3.6.1	Value Stream Manager	219
3.6.2	Value Stream Management Tasks	220
4	Towards a Lean Factory	231
4.1	Value Stream-Oriented Factory Planning	233
4.2	Production System	247
5	Case Studies.....	251
5.1	Comfort Ltd. – Transparency by Continuous Flow	252
5.2	Spring LLC – Lot Sizing in Variant Production	263
5.3	Glass PLC – Short Delivery Times in Single Piece Production	276
5.4	The Seco ULC – Flow Orientation by Technology	287
6	References.....	305
7	Appendix	307
7.1	Index of Formulae.....	308
7.1.1	Calculation Formulae for Value Stream Analysis	308
7.1.2	Specification Formulae for Value Stream Design	312
7.2	Symbols	317
	Subject Index.....	319