Chapter Outline

# Chapter 14: Lean Operations and Supply Chains

***See pages 500-530.***

Operations Profile: Lean Operations at Rolls-Royce Indianapolis

Introduction to Lean Operations

The Philosophy of Lean Systems

Elements of Lean Systems

Workflow and Throughput

Pull Systems Versus Push Systems

Focused Factories

Value Stream Mapping (VSM)

Quality and Lean Systems

Lean Six Sigma

Quality at the Source

Consider This 14.1: Calculating Takt Time

Plant Layouts That Balance Workflow

Stable Schedules

Faster Setup Times

Group Technology

Kanban Systems

Operations Profile: Kanban Systems at Dell

Reduced Inventory

Improved Product Designs

Lean Services

Operations Profile: WIPRO Limited and Lean Software Development

Lean Supply Chains

Characteristics of Lean Supply Chain

Full Collaboration Among the Supply Chain’s Partners

Operations Profile: Lean Operations at Exempla Lutheran Medical Center

Transparent Information

Operations Profile: Wal-Mart’s Lean Supply Chain Operations

Lean Logistics

Performance Measurement and Continuous Improvement

Lean Global Supply Chains

Operations Profile: Lessons Learned: Crocs: Getting Off on the Wrong Foot

Sustainability Issues

Chapter Summary

Key Terms

Discussion and Review Questions

Solved Problem

Problems

Case Study 14.1: Lean Global Supply Chains and Boeing’s Dreamliner

Case Study 14.2: TAL Apparel and JCPenney

Video Case

Critical Thinking Exercises

Appendix 14.1: Value Stream Mapping Symbols

Appendix 14.2: Steps for Developing a Value Stream Map