

A

accounts receivable, 262
annual employee review, 215

B

backflush, 265
bar-code system, 102, 265, 269, 272
benchmarking, 52–53, 55, 107–40
buffer board, 205, 233, 235, 280
buffer-management run chart, 255
buffers, 188, 190, 197, 203, 242–45, 255–56, 266–67, 301–02

C

cash flow, 226, 234–35
change curve, 228, 236–238, 273
color-coding and value-added flows, 41–65. 90, 95–96, 102, 111, 163–165, 190, 193–94, 233
communication, 112, 222, 265, 295
competition and innovation, 173–209
continuous improvement, 48, 133, 158, 160–61, 165, 213, 250–51, 256, 292, 302
cumulative lead time, 27
customer lead time, 27, 100
customer loss, 19, 21–40

D

DDAS (demand driven adaptive system), 18, 251, 303
DDDRP (demand driven distribution requirements planning), 266–269
DDS&OP (demand driven sales and operations planning), 251, 254, 261–288, 301–304
demand driven, 140, 255, 300–303
DPM and PPM (deliveries per million and parts per million), 81–82

F

5 S, 94 n. 8, 194 n.8
FMECA (failure mode, effects, and criticality analysis), 81

G

Gemba, 95–97

H

health and safety, workplace, 169–170, 182, 187

I

income statement, 8
innovation and competition, 173–209
ISO (International Organization for Standardization) certification, 48, 54

J

JIT (Just and in Time), 82

K

kanban, 94–95, 97–98, 113, 204, 207–208, 231–232

L

lean management, 54–55, 59, 103
learning methods, observation and simulations as, 211–253

M

margin of uncertainty, 39–40, 54
MPS (master production schedule), 37–39, 113, 147–148
multiskilled chart, 35, 205, 213, 215, 218, 224, 248
multiskills, 38, 130, 146, 195, 203, 208, 212–215, 225–226, 235, 250, 262, 270, 273, 282

O

order-follow-up board, 255
organization chart, 60, 62–65, 158, 284
OTIF (On Time In Full), 292

P

PDCA FTA (Plan Do Check Act and Factor Tree Analysis), 98, 251, 303
performance metrics, 19, 141, 143, 145–149, 168, 174, 189, 218, 225, 252, 274, 292
PPM and DPM (parts per million and deliveries per million), 81–82
product line descriptions (Catamer [later, Croisière], Collectivité, and Boutique), 26–27
pull flow, 26

Q

QRAP (Quick Response Action Plan), 96
QRQC (Quick Response Quality Control), 95

R

random-location storage, 101
red/green, 59–60, 62–63, 90, 102, 111, 163–165, 190, 193–194, 233, 282

S

S&OP (sales and operations planning), 3–20, 37, 40, 148, 188, 234, 251, 291
sales forecast, 17, 37–40, 120, 147, 266, 288
San Gen Shugi, 95
SCOR (Supply Chain Operations Reference) model, 58–59
serious game, 231, 233, 241–248, 255–256
silos, 19–38
supply chain management, 54, 56, 59, 119, 140, 223, 258, 272, 295, 302
supply chain management *vs.* logistics, 54

T

takt time, 197
third-party logistics (3PL), 83, 100, 264
total-quality consultant, 48, 128, 163
TPM (total productive maintenance), 254

V

value-added flows and color-coding, 41–65, 90, 95–96, 102, 111, 163–165, 190, 193–94, 233
variability, 39, 69–107, 110, 141, 194, 197, 204, 242–243, 247, 266
VSM (value-stream mapping), 196, 206

W

workshop scheduling board, 229, 232
WWWWWHHMW (Who?, What?, Where?, When?, How?, How Many?, and Why?), 96