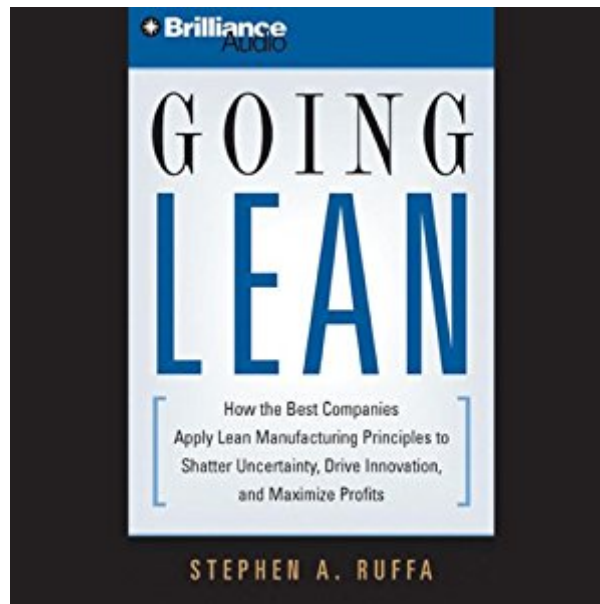


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# Going Lean: How The Best Companies Apply Lean Manufacturing Principles



## Synopsis

In the wake of economic downturn, foreign competition, spiking oil prices, and even war, American business throughout this decade has been thrust into crisis. To improve their performance, corporations everywhere have adopted a wide range of tools and techniques, yet many continue to struggle. Going Lean points to a better way. Drawing from the lessons of a new breed of companies that have stood apart, it sets aside the notion that efficient operations and powerful innovations are possible only when business is steady and demand is growing. By using lean dynamicsâbased on principles from the now-famous Toyota Production Systemâit shows how companies everywhere can thrive across a broad range of changing conditions. In Going Lean, you will learn how to: set a critical foundation for achieving sustained excellence â identify sources of lag and create robust value streams that thrive in todayâs dynamic conditions â describe the underlying techniques to maintain steady and predictable flow â create a system driven by customer demand that consistently introduces new innovation even during downturns â strive for perfection â deliver industry-leading returns --This text refers to an out of print or unavailable edition of this title.

## Book Information

Audible Audio Edition

Listening Length: 7 hours and 19 minutes

Program Type: Audiobook

Version: Unabridged

Publisher: Brilliance Audio

Audible.com Release Date: July 2, 2008

Whispersync for Voice: Ready

Language: English

ASIN: B001CA5V10

Best Sellers Rank: #69 in Books > Business & Money > Management & Leadership > Quality Control & Management > Lean #95 in Books > Audible Audiobooks > Business & Investing > Accounting #179 in Books > Business & Money > Industries > Manufacturing

## Customer Reviews

I picked up "Going Lean" without any recommendation as "just another Lean book." I usually enjoy reading Lean books and already consumed quite a few of them. I sort-of struggled through "Going Lean" and it wouldn't be on my list of Lean books to recommend. I felt it is shallow, repetitive and even fairly traditional (rather than Lean :P). Going Lean consists of 3 parts each containing 4

chapters. Part 1 is called "From Crisis to Excellence." This is sort-of an introduction part where the author describes the problems with the current system of management and how this will need to change. He dives into history to look at Ford and Toyota and how Ford created a huge innovation but then lost their competitive edge because of their disability to compete based on changes. Chapter 3 introduces one of the key concepts of the book called "value curve" which basically describes that traditionally businesses are optimized towards a certain amount of production (economy of scale) and lean companies are optimized towards a more linear cost/value ration (which other authors might call "economy of flow"). Also, this part of the book introduces a term the author seems to have invented called "lean dynamics" which is the the authors flavor of lean. I found it unneeded to introduce another flavor of Lean and was slightly annoyed by this. Part 2 is called "The Foundational Element" which suggests fairly abstract things that would need to be in place in order to implement "lean dynamics". It starts with a focus on measurement and it especially criticizes internal measurements and promotes more external measurements of value. It talks about the "bullwhip" effect and how you shouldn't optimize from your company perspective but throughout the whole value stream.

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