

Reflections on Stålberg & Fundin, 2016



2016-04-12
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Introduction

Aim of the paper:

”...to contribute to a deeper understanding of the situation that many manufacturing companies face regarding operational effectiveness”



Theoretical framework

XPS and LP

”...an own-best-way approach to the one-best way paradigm”



Theoretical framework

Implementation of LP

1. Establishment
 - *Understanding the XPS*
2. Reengineering
 - *Move toward flow production*
3. Continuous improvement
 - *Foster improvement suggestions*
4. Process innovation
 - *Push the performance frontier*



Theoretical framework

Challenges in later LP implementation phases

- Requires the participation of all employees.
- Difficult to achieve long-term commitment
- Challenging to measure the impact of each production improvement initiative
- Important to integrate various manufacturing initiatives



Research methodology

- **Why case study?**
- **How did they improve the generalizability?**
- **How did they collect data?**
- **How did they analyze the data?**



Empirical results

Context of improvement work

- Continuous improvement approach in the XPS
- Operational development program
- Process for managing production objectives



Empirical results

Challenges in the context of improvement work

- No evident description of the overall improvement work process
- Lack of holistic perspective on improvement opportunities
- A production strategy has only been formulated once
- No update of the OMS on the XPS processes in the production system
- XPS sometimes interpreted as the production system
- No specific performance measure for improvement work
- No systematic process to address-specific perspectives on improvements



Discussion

Managerial implications

- Develop a common process for the holistic improvement work
- Gain a holistic perspective on improvement opportunities
- Develop a process to update the production strategy regularly
- Update the OMS continuously
- Visualize the relations XPS – Production system
- Develop performance measures for the improvement work
- Create a systematic process to create unique improvement work



Conclusions

In principal:

- Develop a common process for the holistic improvement work
- Gain a holistic perspective on improvement opportunities
- Develop a process to update the production strategy regularly
- Update the OMS continuously
- Visualize the relations XPS – Production system
- Develop performance measures for the improvement work
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Reflections

Did you learn anything from this paper?

Does the paper fulfill its aim?

Is this paper scientific?



Next lecture: 2016-04-15

Measurement

- Lecture: Measuring loss
- Seminar: Wisner & Fawcett, 1991