Reflections on Stålberg & Fundin, 2016
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
• Create a systematic process to create unique improvement work
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