

Use of Value Mapping Tools for Manufacturing Systems Redesign

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Abstract—Researchers and practitioners have found that focusing on mapping value is a key issue. Several mapping tools have been used for improving and redesigning manufacturing systems making them to become more competitive, flexible and efficient in order to face market economic challenges in their manufacturing environment. This paper analyzes mapping techniques their evolution, strengths, weaknesses, key aspects to consider and how they have been adapted to real environments with different characteristics.

Index Terms—VSM, manufacturing systems, re-engineering, lean tools.

I. INTRODUCTION

Nowadays, the success of the manufacturing industry is largely determined by its ability to rapidly respond to market changes and to immediately adjust to customer needs. This has resulted in an increasing demand for deployment of systems that can cope with agility and efficiency to these demands [1]. Companies must respond with product designs or completely new products, modifying production processes while seeking lower times and more flexibility in their production systems. It has been studied by several authors that, in order to respond to customer's requirements, flexible systems imply studies about the quickness with which these systems can be modified, the required new configuration should turn the flow to become more agile, in such a way that the production systems will technically be viable and suitable for different purposes.

Law and Mak [1] underline the need for an effective tool in order to develop a manufacturing system or to modify an existing system for a specific requirement at a reasonable time frame and cost. There have been developed several tools that presumed to support those actions such as: process mapping based on flow maps, IDEPO, GRAIL, material and flows' modeling and simulation software, mapping techniques based on Toyota production system defects and Value stream mapping.

VSM has been defined by Rother and Shook [2] as a powerful tool that not only highlights process inefficiencies,

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transactional and communication mismatches but also provides guides about the improvement and redesign of manufacturing environments. Such useful tool has been evolving through its different applications, under many cases of study, under different environments and contexts.

This paper is an ongoing research to obtain a master degree, which focuses in the analysis of mapping techniques and in showing how these have been used for redesigning manufacturing systems. An existing gap in the literature review has been identified, where a framework is required which may be used as stream mapping support tool to decide which technique is more suitable to the manufacturing environment in which the study is going to be deployed. This may increase or provide more resources that can be used in the same or other tasks.

II. MANUFACTURING SYSTEMS REDESIGNING TOOLS

There are many redesign and improvement tools and methods that have been used to evaluate productive systems, helping production people to speed up the adjustment of changes, and make materials and information flows more agile [3], among those we found the following ones:

- Process mapping based on flow maps.
- IDEPO.
- GRAIL.
- Material and information flows' modeling and simulation software.

Their characteristics have been evaluated and analyzed, but they have been founded to be too generic, they do not work so well to the modeling of manufacturing systems, do not give the value and importance to the numeric data as a manufacturing system requires since most of them are based on business processes and in the case of the last one mentioned the resources that it implies: training, time and effort (that at the end all of them translate to money), make it not so practical and not that used for most companies of any field and size, even the quantitative character of it, risk reduction and potential benefits that it could generate.

There are also 7 mapping tools that Hines and Rich study and present in terms of the seven wastes that are commonly accepted for the Toyota production system (overproduction, waiting, transport, inappropriate processing, unnecessary inventory, unnecessary motion, defects) [4].

Manufacturing Systems Redesign

Seth Eric Demain, Michael Aaron Hill

Manufacturing Systems Redesign:

Manufacturing Systems Redesign Hobsons Publishing, PLC, 1992 **Manufacturing Systems Redesign** David O'Sullivan, 1994 This text explores the context for the manufacturing systems design process and presents an innovative approach to manufacturing systems design IMP **Cooperative Design of Manufacturing Systems in SMEs** Dörte Bastian-Köpp, 2009 Planning and improving of production systems and manufacturing processes is a most complex task in engineering. In small and medium sized enterprises SMEs it is usually carried out by a group of enterprise planners from different departments within a planning project. The main issue of this research is to overcome the logical and technical boundaries between the highly interrelated modelling experts and their specific modelling tools and partial planning models as well as to efficiently coordinate their distributed cooperative planning tasks. Therefore a methodical integration concept as well as a groupware based cooperation concept was developed. Now it is possible to combine the large number of sophisticated modelling tools factory simulators as well as GPM tools and to guarantee a seamless planning process. The conceptual ideas were implemented in a prototypical toolbox to show the technical realization of the flexible concepts for integration and cooperation support. Back cover

Handbook of Research on Design and Management of Lean Production Systems Modrák, Vladimír, Semančo, Pavol, 2014-01-31 This book explores the recent advancements in the areas of lean production management and the system and layout design for manufacturing environments capturing the building blocks of lean transformation on a shop floor level

Technology and Manufacturing Process Selection Elsa Henriques, Paulo Pecas, Arlindo Silva, 2013-12-19 This book provides specific topics intending to contribute to an improved knowledge on Technology Evaluation and Selection in a Life Cycle Perspectives. Although each chapter will present possible approaches and solutions there are no recipes for success. Each reader will find his/her balance in applying the different topics to his/her own specific situation. Case studies presented throughout will help in deciding what fits best to each situation but most of all any ultimate success will come out of the interplay between the available solutions and the specific problem or opportunity the reader is faced with

Integrated Product, Process and Enterprise Design Ben Wang, 2012-12-06 The need exists in the private sector and government manufacturing sites to reduce product development time production lead times inventory and non value added activities. At the same time there is increased pressure to improve manufacturing process yields production efficiency and resource utilization. Much of the technology required to meet these needs already exists but an integrated structure that can demonstrate the potential for the technology in a concurrent engineering context does not. This book provides a road map for building the integrated technology environment to evaluate existing products manufacturing processes and system design tools. This book details innovative approaches that will significantly improve design manufacturing technology development and deployment capabilities for civilian and defense applications. These approaches are integrated product process and system design IPPSD initiatives which will greatly

enhance the manufacturing competitiveness of the economy. These approaches involve the use of simulation modeling tools and computerized virtual workstations in conjunction with a design environment which allows a diverse group of researchers manufacturers and suppliers to work within a comprehensive network of shared knowledge. The IPPSD infrastructure consists of virtual workstations servers and a suite of simulation quantitative computational analytical experimental and qualitative tools. Such an IPPSD infrastructure will permit effective and efficient predictions of complete product design manufacturing process design and customer satisfaction.

Production Systems Engineering: Cost and Performance Optimization Richard E. Gustavson, 2010-01-22

Optimize Economic and Technological Requirements in Production System Designs. This pioneering work offers proven techniques partially created and developed at The Charles Stark Draper Laboratory for determining optimal resource allocation and cost effective production system designs for today's any volume manufacturing environments. Production Systems Engineering presents a unique methodology that synthesizes applicable technology with economic requirements for an integrated solution. Featuring real world case studies this authoritative resource establishes a new paradigm for the manufacturing world that can also be applied to other enterprise environments. Coverage includes Determining an improved manufacturing system design method, System design basics, time allocation, resources, costs and quality rating, Stochastic analyses added to deterministic results, System configuration options, Multiple disparate products produced by one system, World class versus mostly manual systems, Determining allowable investment, Simultaneous improvement in yield and cycle time.

Symposium on Manufacturing Systems - Design, Integration, and Control, 1988

The Systemic Redesign of Manufacturing Systems in Small to Medium Sized Enterprises John William George Bradford, 2000

Advances in Manufacturing Systems George Chryssolouris, 1990

Information

Technology for Manufacturing Systems Qi Luo, 2010-01-12 Selected peer reviewed papers from the 2010 International Conference on Information Technology for Manufacturing Systems ITMS 2010 Macao China Jan 30 31 2010

Proceedings of Manufacturing International '88: Symposium on manufacturing systems - design, integration, and control, 1988

Industrial Design and Mechanical Power Jing Guo, 2012-11-12 Selected peer reviewed papers from the 2012 International Conference on Industrial Design and Mechanical Power ICIDMP 2012 July 10 11 2012 Huangshan China

Proceedings of the CIRP Seminars on Manufacturing Systems, 1990

Design and Analysis of Lean Production

Systems Ronald G. Askin, Jeffrey B. Goldberg, 2002 This book covers the design and improvement of single and multistage production systems. Following the standard production planning and scheduling decision hierarchy it describes the inputs and outputs at each level of the decision hierarchy and one or more decision approaches. The assumptions leading to each approach are included along with the details of the model and the corresponding solution. Modern system concepts and the engineering methods for creating lean production systems are included.

Annual Conference Proceedings American Society for Engineering Education. Conference, 1994

CIRP Journal of Manufacturing Systems, 2000

An

Evaluation of Two Manufacturing System Redesign Approaches Seth Eric Demain, Michael Aaron Hill, 2001 **Optimal Design of Flexible Manufacturing Systems** Ulrich A.W. Tetzlaff, 2013-03-09

Flexible manufacturing systems are complex production systems with considerable high investment costs. This book intends to show the reader how the design of such a system can be optimized. Thereby it addresses the academic world in management science and industrial engineering as well as system planners in industry. First the design problems are analysed in detail and a planning concept is presented. Afterwards possible tools for the design process are described as there are mathematical programming, queueing networks, computer simulation, perturbation analysis, petri nets, group technology and knowledge based systems. The major part of the book however concerns the description of existing optimization models based on mathematical programming. Each model is explained and discussed in detail and for new models developed by the author numerical examples are given. Finally some distinct guidelines are presented which help the system planners to select the appropriate model for their planning problems.

Design of Flexible Production Systems Tullio Tolio, 2008-12-11

In the last decade the production of mechanical components to be assembled in final products produced in high volumes e.g. cars, mopeds, industrial vehicles, etc. has undergone deep changes due to the overall modifications in the way companies compete. Companies must consider competitive factors such as short lead times, tight product tolerances, frequent market changes and cost reduction. Anyway, companies often have to define production objectives as trade offs among these critical factors since it can be difficult to improve all of them. Even if system flexibility is often considered a fundamental requirement for firms, it is not always a desirable characteristic of a system because it requires relevant investment cost which can jeopardize the profitability of the firm. Dedicated systems are not able to adapt to changes of the product characteristics while flexible systems offer more flexibility than what is needed thus increasing investment and operative costs. Production contexts characterized by mid to high demand volume of well identified families of products in continuous evolution do not require the highest level of flexibility therefore manufacturing system flexibility must be rationalized and it is necessary to find out the best trade off between productivity and flexibility by designing manufacturing systems endowed with the right level of flexibility required by the production problem. This new class of production systems can be named Focused Flexibility Manufacturing Systems (FFMSs). The flexibility degree in FFMSs is related to their ability to cope with volume mix and technological changes and it must take into account both present and future changes. The required level of system flexibility impacts on the architecture of the system and the explicit design of flexibility often leads to hybrid systems i.e. automated integrated systems in which parts can be processed by both general purpose and dedicated machines. This is a key issue of FFMSs and results from the matching of flexibility and productivity that respectively characterize FMSs and Dedicated Manufacturing Systems (DMSs). The market share of the EU in the machine tool sector is 44% the introduction of focused flexibility would be particularly important for machine tool builders whose competitive advantage is based on the ability of customizing their systems on the

basis of needs of their customers In fact even if current production contexts frequently present situations which would fit well with the FFMS approach tradition and know how of machine tool builders play a crucial role Firms often agree with the focused flexibility vision nevertheless they decide not to pay the risk and efforts related to the design of this new system architecture This is due also to the lack of well structured design approaches which can help machine tool builders to configure innovative systems Therefore the FFMS topic is studied through the book chapters following a shared mission To define methodologies and tools to design production systems with a minimum level of flexibility needed to face during their lifecycle the product and process evolution both in the technological and demand aspects The goal is to find out the optimal trade off between flexibility and productivity The book framework follows the architecture which has been developed to address the FFMS Design problem This architecture is both broad and detailed since it pays attention to all the relevant levels in a firm hierarchy which are involved in the system design Moreover the architecture is innovative because it models both the point of view of the machine tool builder and the point of view of the system user The architecture starts analyzing Manufacturing Strategy issues and generating the possible demand scenario to be faced Technological aspects play a key role while solving process plan problems for the products in the part family Strategic and technological data becomes input when a machine tool builder performs system configuration The resulting system configurations are possible solutions that a system user considers when planning its system capacity All the steps of the architecture are deeply studied developing methods and tools to address each subproblem Particular attention is paid to the methodologies adopted to face the different subproblems mathematical programming stochastic programming simulation techniques and inverse kinematics have been used The whole architecture provides a general approach to implement the right degree of flexibility and it allows to study how different aspects and decisions taken in a firm impact on each other The work presented in the book is innovative because it gives links among different research fields such as Manufacturing Strategy Process Plan System Design Capacity Planning and Performance Evaluation moreover it helps to formalize and rationalize a critical area such as manufacturing system flexibility The addressed problem is relevant at an academic level but also at an industrial level A great deal of industrial sectors need to address the problem of designing systems with the right degree of flexibility for instance automotive white goods electrical and electronic goods industries etc Attention to industrial issues is confirmed by empirical studies and real case analyses which are presented within the book chapters

Unveiling the Energy of Verbal Beauty: An Psychological Sojourn through **Manufacturing Systems Redesign**

In a world inundated with screens and the cacophony of fast communication, the profound energy and psychological resonance of verbal art usually fade into obscurity, eclipsed by the constant assault of sound and distractions. Yet, located within the musical pages of **Manufacturing Systems Redesign**, a charming perform of literary beauty that impulses with raw feelings, lies an memorable trip waiting to be embarked upon. Written by way of a virtuoso wordsmith, that magical opus courses readers on a mental odyssey, lightly revealing the latent potential and profound influence embedded within the complicated web of language. Within the heart-wrenching expanse with this evocative evaluation, we can embark upon an introspective exploration of the book is key themes, dissect its interesting publishing design, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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