

(Free read ebook) Let's Fix It!: Overcoming the Crisis in Manufacturing

Let's Fix It!: Overcoming the Crisis in Manufacturing

Richard J. Schonberger


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**How the World's Leading Manufacturers Were
Seduced by Prosperity and Lost Their Way**

LET'S FIX IT!

Overcoming the Crisis in Manufacturing



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Richard J. Schonberger : Let's Fix It!: Overcoming the Crisis in Manufacturing before purchasing it in order to gauge whether or not it would be worth my time, and all praised Let's Fix It!: Overcoming the Crisis in Manufacturing:

3 of 3 people found the following review helpful. It's about timeBy Patricia E. MoodySchonberger opened the door to Japanese manufacturing techniques almost twenty years ago. Now, he looks at the primary indicator of mfg. performance - inventories - and proves how our early Just-in-time and Lean improvements gave way to bad practices and inventory growth. Using his data base of several hundred companies, he shows which ones fell down, which ones gained ground, and what needs fixing. An important piece for a confused and painful time in industry.

No company is built to last, argues world-renowned manufacturing guru Richard J. Schonberger. In this devastating indictment of current manufacturing practices, Schonberger submits a four-part revolutionary plan to solve the manufacturing crisis for good. From his statistically reliable database of 500 top global manufacturers, Schonberger finds that by the critical worldwide standard of lean production—shedding inventories—General Motors, General Electric, Toyota, and other world leaders have stopped improving. He presents powerful evidence that in recent years record profits have covered up waste and weakness. Clearly a lack of will to renew and recover from the natural tendency toward regression and erosion, it is more than a matter of garden-variety complacency—devastating as that is in this new era of global hypercompetition. Schonberger asserts that the inclination of industry leaders to engage in stock hyping to gain a quick fix from the dot-com explosion has distracted attention from "the basics" of world-class excellence. Among other villains contributing to the crisis, Schonberger contends, are newly hired managers with no trial-by-fire experience; bad equipment, systems, and job design; and retention of unprofitable customers and anachronistic command-and-control managerial hierarchies. What to do? Just as he introduced the legendary "just-in-time" framework to the West in the 1980s, Schonberger prescribes strong medicine to cure our current malaise. Find your blind spots, he says. Roll confusing, time-sapping initiatives into a master program that is immune from "the flavor of the month." Put lean into heavy-handed control systems. Develop products and standardize processes at "home base" for ease of migrating volume production anywhere in the world.

From Publishers Weekly
The global economy has ushered in competition from all corners of the earth, and manufacturers haven't changed their ways to accommodate the new order, says Richard J. Schonberger in *Let's Fix It!: Overcoming the Crisis in Manufacturing*. Having conducted research on 500 companies, Schonberger (World Class Manufacturing) believes that the top manufacturers are resting on their laurels and will soon regret their neglect of the principles of lean production, i.e., getting rid of inventory. GE, GM, Mercedes and Toyota are just a few of the companies that come under his gimlet eye. He proposes a four-step solution involving new product development and acquisition, streamlining production, eliminating manufacturing wastes and, of course, looking at manufacturing possibilities overseas. Regardless of the market's state, companies will need to heed such thoughtful advice in the face of rapid-fire economic changes. Copyright 2001 Cahners Business Information, Inc.
From Library Journal
A well-known consultant in production and manufacturing and former professor of management at the University of Nebraska, Schonberger (*Japanese Manufacturing Techniques*) argues that our biggest manufacturing companies are losing strength. Problems stem from complacency, satisfaction with large inventories, poor job designs, bad equipment, outmoded organizational structures, managers who frequently change jobs, and even stock deals that pleased investors during the boom years of the 1990s. A skilled researcher, Schonberger designed a self-grading questionnaire and sent it to 500 companies (e.g., General Electric, General Motors, Toyota). Their scores led him to conclude that something has to be done to fix the situation. Attention to customers, plant design, better inventory control, and global implications are key areas companies must focus on in order to reverse the downward trend. The book is filled with acronyms and management and production jargon, but it is well-written and contains brief case studies and company anecdotes. An extensive bibliography and appendixes support the writing and research methodology. A good consideration for business school libraries as well as special libraries in many corporations, this book will appeal to executives, managers, supervisors, and students. Steven J. Mayover, Philadelphia
Copyright 2002 Cahners Business Information, Inc. Michael Joyce Vice President, LM21 Operating Excellence, Lockheed Martin Corp. Serves as a perfect chronicle of thought that picks up where Ohno and Shingo left off and takes us to the modern challenges of globalization and the Internet.