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## **FBM INSIGHTS**

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# A BRIEF HISTORY OF LEAN

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## A BRIEF HISTORY

Lean has gone through the course of advancement in three distinctive stages; scientific management, engagement and integration. In the era of scientific management (1890-1940) which was in the time of proficiency and usefulness, Frederick Taylor, Frank and Lillian Gilbreth, Henry Ford and others figured out how to start division of work, improved on work and normalized industrialized strategies (Bell and Orzen, 2011). In the era of engagement (1940-1995) after World War II, Taiichi Ohno and Shigeo Shingo and others in Japan accepted the thoughts of value and constant improvement and established the Toyota Production System (TPS) after visited the Ford plant at River Rouge that considered the most progressive automotive manufacturing framework in the sphere (Swink, Melynk, Cooper, and Hartley, 2014). Then TPS moves ahead to make a great improvement by adopting lean production (Aguado, Alvarez, & Domingo, 2013).

Figure 1 presents the timeline of the quality principles implemented by Toyota wherein 1938, Kiirchiro Toyoda suggested a technique to remove the waste between processes, lines and operations in Toyota's body production line (Armstrong, 2010). The techniques include; just-in-time JIT requires what, when and the amount is needed, *jidoka* lays on defect prevention, *kanban* is a form of communication to inform when to reload and order new supplies, total quality control (TQC) refers to monitoring next process on the production line and quality control teams (QCT) which encourage all employees to work together to identify any defects and finally TPS is a crucial stage in eliminating all waste (Armstrong, 2010).

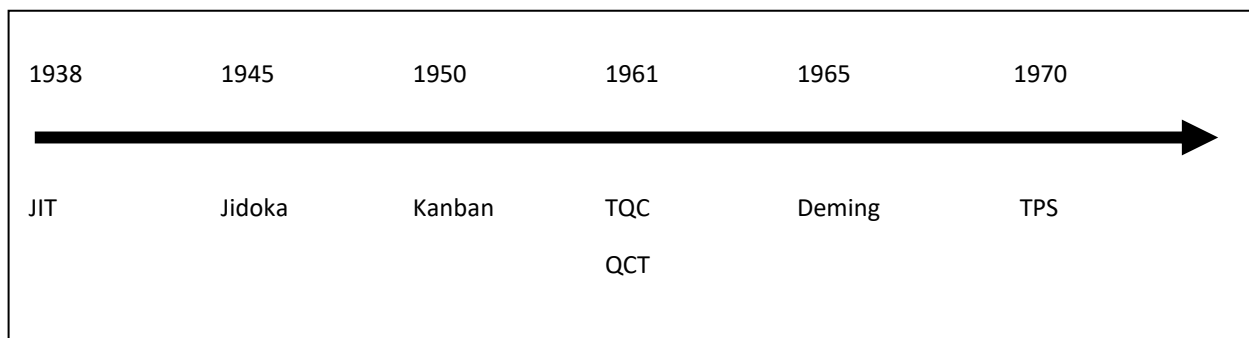


Figure 1: Timeline of Quality Processes Implemented by Toyota

In 1988, Krafcik in his article *Triumph of The Lean Production System* coins the term lean to describe the manufacturing system used by Toyota that emphasized how to use fewer resources compared to mass production (Papadopoulou & Özbayrak, 2005; Balocco *et al.*, 2019). He was also a leading researcher in the International Motor Vehicle Program (IMVP) conducted

at the Massachusetts Institute of Technology (MIT) in US. Since, the term “lean” was first used by a team of MIT researchers studying the TPS, lean principles and tools have spread across the globe. A web search will produce numerous definitions and depictions, for instance, "Lean means making more value for consumers with less resources." It's in excess of a bunch of techniques and tools to recognize and eradicate waste—it's a working rule for smooth stream and standard work. In particular, it's a viewpoint—a perspective. It's not an abbreviation; it's simply a word (McGovern, 2019).

Finally in the era of integration (1996-present) non-manufacturing companies such as healthcare, insurance, banking and non-profits industries started to discover how significant applying lean, six sigma and other improvement strategies throughout the organization. Seeing the outcomes after execution of lean production in automobile industries, industries in different sectors likewise began to take on and carry out these techniques in their everyday exercises to accomplish higher efficiency, quality and consumer satisfaction (Jasti, Kota and Kale, 2020).

In 1996, lean thinking originated after the end of the Second World War (Balocco *et al.*, 2019) and it was circulated that highlight the integration of progress across value streams across all elements of the business and in all sectors (Bell & Orzen, 2011). Lean thinking was presented by Womack and Jones based on five key principles (Refer Table 1); specific value, value streams, value flow, pull value and pursue perfection (Weigel, 2000).

Table 1  
Lean principles

Principles	Definitions
Value	Value is the key of the beginning stage for lean thinking, and must be characterized by a definitive end client.
Value stream	To make a value stream, need to consider an each progression of the manufacturing process from design to order to raw material to delivery.
Production flow	This deciphers as a mandate to abandon traditional batch-and-queue mode of thinking.
Pull	This is in contrast with pushing products through a system, where items are made at the time that they are required and in the amounts required. Pull system are constantly made from the requirements of the end clients.
Perfection	Perfection is a fifth principle requires endless process of lean, as there will consistently be exercises that are viewed as waste eradication

## CONCLUSION

As lean thinking continues to disseminating to each country across the world, lean awareness and approaches are simply beginning to thrive among senior managers and leaders in all sectors today such as healthcare, manufacturing, banking, retail, logistics, software, construction, services, maintenance, and even government. Indeed, it has been presented that organizations that constantly practice lean are more innovative and competitive, which in sequentially allows them to be more profitable and sustainable.

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