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Unfortunately the tools typically used to implement the Principles of Lean are incapable of solving the three Industrial Engineering problems that HMLV manufacturers face when implementing Lean 1 finding the product families in a product mix with hundreds of different products 2 designing a flexible factory layout that fits hundreds of different product routings and 3 scheduling a multi product multi machine production system subject to finite capacity constraints Based on the Author s 20 years of learning teaching researching and implementing Job Shop Lean since 1999 this book Describes the concepts tools software implementation methodology and barriers to successful implementation of Lean in HMLV production systems Utilizes Production Flow Analysis instead of Value Stream Mapping to eliminate waste in different levels of any HMLV manufacturing enterprise Solves the three Industrial Engineering problems that were mentioned earlier using software like PFAST Production Flow Analysis and Simplification Toolkit Sgetti and Schedlyzer Explains how the one at a time implementation of manufacturing cells constitutes a long term strategy for Continuous Improvement Explains how product families and manufacturing cells are the basis for implementing flexible automation machine monitoring virtual cells Manufacturing Execution Systems and other elements of Industry 4 0 Teaches a new method Value Network Mapping to visualize large multi product multi machine production systems whose Value Streams share many processes Includes real success stories of Job Shop Lean implementation in a variety of production systems such as a forge shop a machine shop a fabrication facility and a shipping department Encourages any HMLV manufacturer planning to implement Job Shop Lean to leverage the co curricular and extracurricular programs of an Industrial Engineering department Official Gazette of the United States Patent and Trademark Office United States. Patent and Trademark Office, 2002 Machinery, 2004 Chilton's IAMI., 1984

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