



Lean Thinking : Banish Waste and Create Wealth in Your Corporation

James P. Womack, Daniel T. Jones

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If *The Machine That Changed the World* is a description of the Toyota system in the industry of its origin, *Lean Thinking* is a generalization of the basic concepts so they can be applied to any company in any industry. The authors begin by summarizing the five inherent principles in any lean system: 1 correctly specify value so you are providing what the customer actually wants, 2 identify the value stream for each product family and remove the wasted steps that don't create value but do create muda (waste), 3 make the remaining value-creating flow continuously to drastically shorten throughput times, 4 allow customer to pull value from your rapid-response value streams as needed (rather than pushing products toward the customer on the basis of forecasts), and 5 never relax until you reach perfection, which is the delivery of pure value instantaneously with zero muda. (The first part of *Lean Thinking* devotes a chapter to each of these principles.) In the second part, the authors describe in detail how managers in a wide range of companies and industries - small, medium and large, North American, European and Japanese - transformed their business by applying the principles of lean thinking. Chapters are devoted to Pratt and Whitney, Wiremold, Lantech in North America, Porsche in Germany, and Showa Manufacturing in Japan. *Lean Thinking* has sold more than 300,000 copies in the English language hard-cover version alone, because it's an indispensable companion for every manager making the lean journey.

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