

# Performance Measurements for World-Class Manufacturing

Georg Van Grinsven

"All companies in transition to world-class manufacturing face a lot of change, and changing performance measures is only one part of the process. Groundwork needs to be laid first ... to support the business and manufacturing strategies," said Bill Holbrook, vice president operations, Stanadyne Automotive's Diesel Systems Division. This groundwork and the relationships between performance measures and a company's business and manufacturing strategies were the subject of a recent seminar on "Performance Measurements for World-Class Manufacturing." Joining Holbrook for this session were speakers Roger L. Helferman, corporate vice president, manufac-

turing for General Instrument Corporation and Brian Maskell, president of Brian Maskell Associates.

## **Performance Measure Characteristics**

"Although the new performance measures being used by world-class manufacturers vary considerably, they have seven common characteristics," said Brian Maskell. They:

- Are directly related to the manufacturing strategy
- Primarily use non-financial measures
- Vary between locations
- Change over time as needs change
- Are simple and easy to use

- Provide fast feedback to operators and managers
- Are intended to foster improvement rather than just monitor performance.

At Stanadyne, the list of characteristics has been expanded. Holbrook noted that measurements must be supportive of the critical success factors, simple and understandable, flexible, timely, accurate and fair, controllable, visible, communicated, paid attention to, and based upon actual data. He added that this list was based on "25 years of *not* using the right ones." For example, the company formerly paid attention to standard cost variations, and

# World Class Manufacturing Performance Measurements

**Ronald Gleich**



## **World Class Manufacturing Performance Measurements:**

This book delves into World Class Manufacturing Performance Measurements. World Class Manufacturing Performance Measurements is a vital topic that must be grasped by everyone, from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into World Class Manufacturing Performance Measurements, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:
    - Chapter 1: Introduction to World Class Manufacturing Performance Measurements
    - Chapter 2: Essential Elements of World Class Manufacturing Performance Measurements
    - Chapter 3: World Class Manufacturing Performance Measurements in Everyday Life
    - Chapter 4: World Class Manufacturing Performance Measurements in Specific Contexts
    - Chapter 5: Conclusion
  2. In chapter 1, this book will provide an overview of World Class Manufacturing Performance Measurements. This chapter will explore what World Class Manufacturing Performance Measurements is, why World Class Manufacturing Performance Measurements is vital, and how to effectively learn about World Class Manufacturing Performance Measurements.
  3. In chapter 2, the author will delve into the foundational concepts of World Class Manufacturing Performance Measurements. This chapter will elucidate the essential principles that need to be understood to grasp World Class Manufacturing Performance Measurements in its entirety.
  4. In chapter 3, this book will examine the practical applications of World Class Manufacturing Performance Measurements in daily life. This chapter will showcase real-world examples of how World Class Manufacturing Performance Measurements can be effectively utilized in everyday scenarios.
  5. In chapter 4, the author will scrutinize the relevance of World Class Manufacturing Performance Measurements in specific contexts. This chapter will explore how World Class Manufacturing Performance Measurements is applied in specialized fields, such as education, business, and technology.
  6. In chapter 5, this book will draw a conclusion about World Class Manufacturing Performance Measurements. This chapter will summarize the key points that have been discussed throughout the book.
- The book is crafted in an easy-to-understand language and is complemented by engaging illustrations. It is highly recommended for anyone seeking to gain a comprehensive understanding of World Class Manufacturing Performance Measurements.

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