

The Future of Sri Lankan Industries with Lean Manufacturing Philosophy

Ms. Roshini Muhandiram

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In the modern context, Ms. Roshini Muhandiram explained, the prices of the products are directly determined by the customers due to high competition, whereas earlier they were decided by the production line with the prices of raw materials, profit, etc. Therefore, the existing financial constraints directly affect the solidity of an organization. According to Ms. Roshini, the USA evolved a conceptual process called Lean Manufacturing Philosophy to overcome such issues. It was stated that lean manufacturing is a series of methods designed to minimize the waste of material and labor while maintaining or increasing levels of production. This results in a net improvement in total productivity. She highlighted that Lean manufacturing's roots lie in Japanese manufacturing with the Toyota Production System. The reason was that Japan faced a catastrophic disaster during World War II and had to be self-sufficient to recover its economy. She stated that the Toyota car firm is the clearest example of how Japan overcomes these obstacles by implementing this process. Further, she stated that she was fortunate enough to obtain guidance from Japan and the USA to implement Lean Manufacturing process in MAS Holdings, where she started her career.

Ms. Roshni outlined that her speech was about the practical side of the lean manufacturing process. According to the equation of the business, directly, product prices will be determined by the cost of materials and the profit. As such, the lean manufacturing process highlights the probability of an organization reducing its production costs by improving productivity with fewer resources and a simple manufacturing process. The process can be defined as a strategy for a company to cut costs by eliminating wasteful processes, lowering the number of management layers, and using limited resources to make it efficient with zero waste. She emphasized the importance of QCDSM to achieve operational processes when implementing lean manufacturing. Consistent Quality, Competitive Cost, On Time Delivery, Excellent Safety and High Employee Morale are goals that are attainable provided the companies have the processes in place to achieve them. She says that most successful industries in the world use this concept. According to her, the lean manufacturing concept helps industries in the process of problem-solving as it directs the management to focus on the reasons for the problem rather than the problem itself. It will create a better environment for the workers.

Ms. Roshini showed the way to implement lean manufacturing processes in an organization. First, there is a requirement for mapping the manufacturing process to identify waste, which increases production cost. It considers many kinds of waste, including the waste of excessive human motion, and aims to integrate each step of production into a holistic, efficient process that reduces cost and improves overall revenue. She mentioned that under the lean manufacturing system, seven wastes are identified: overproduction,

inventory, motion, defects, overprocessing, waiting, and transport. At the same time, it was stated that Lean Manufacturing tools, such as Total Quality Management, Total Product Management, Kanban, Take Time, Standard Work, and 5S are intended to help drive out waste, simplify everything, create efficient flow, improve quality control, and make the most of factory resources. She concluded that lean tools provide frameworks to solve problems, measure performance, and analyze and optimize work processes.