

Applying Lean Concepts in Complex Environments



Recently, the **Center for Operational Excellence (COE)** hosted a forum event exclusively for member companies. Lars Maaseidvaag of the George Group facilitated a discussion on how to effectively apply lean concepts within complex manufacturing and market environments. He also shared

some recent developments within lean practices that are well suited to these complex environments.

The complexity of today's markets leaves many companies with fragmented, complex production processes. Consequently, many managers struggle to fully utilize lean concepts and tools, frustrating many lean efforts. After tracing the complexity and excessive variation in US companies back to the days of Henry Ford and Alfred Sloan, Lars discussed some ways that companies can utilize lean concepts to remain flexible while removing variation and complexity from processes.



The participants learned some new ways that MRP and lean practices might be integrated. They were able to discuss ways that these principles could potentially be utilized within their own companies. Additionally, each forum participant was given a set of three books provided by The George Group.

