



# It's About Time: The Competitive Advantage of Quick Response Manufacturing

By Rajan Suri

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## It's About Time: The Competitive Advantage of Quick Response Manufacturing By Rajan Suri

In the decade since the publication of Rajan Suri's landmark book, *Quick Response Manufacturing*, the innovative principles of QRM have been proven with impressive results at many companies, big and small, in a variety of industries. While the key principles of QRM remain unchanged, after a decade of teaching QRM workshops to senior executives, Suri has developed a clear, concise, and accessible method of presenting QRM strategy using four core concepts:

1. The Power of Time – the huge impact time has on your entire enterprise
2. Organization Structure – how to structure your organization to reduce lead times
3. System Dynamics – understanding how interactions between jobs and resources impact time to make better decisions on capacity, lot sizes, and similar issues
4. Enterprise-Wide Application – QRM is not just a shop floor strategy, it extends across your whole enterprise including material planning and control, supply management, office operations, and new product introduction

Presenting new case studies on QRM implementation, **It's About Time: The Competitive Advantage of Quick Response Manufacturing** illustrates how QRM can not only reduce lead times but also improve quality, reduce operating costs, and enable companies to gain substantial market share. This practical reference explains how factories in advanced nations can use QRM strategy to compete with manufacturers in low-wage countries. In addition, it provides helpful pointers for QRM implementation, including accounting strategies, novel cost-justification approaches, and a stepwise process for implementation.

Also included is a bonus CD with five appendices that provide a number of practical details to assist in the success of your QRM implementation. When you

are ready to start implementing QRM, you will find that these appendices contain time-saving tips to help you work through implementation issues?including simple calculation methods and tools to support the design of your QRM strategy. You can also access these Appendices on the Downloads and updates tab on <https://www.crcpress.com/9781439805961>.

The author, Rajan Suri, recently became one of only 10 people to be inducted into *Industry Week's* 2010 Manufacturing Hall of Fame.

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## **Editorial Review**

### **Review**

*Suri's work is refreshingly logical. And for a book having fewer than 200 pages, it's incredibly comprehensive, covering shop floor part flow; the front office; engineering; new-product development; scheduling; supplier strategies; and even basic accounting issues, including an insightful discussion of how a shop allocates overhead and the effect it has on shop operations.*

*Most refreshing of all, not once does Suri mention anything about 'doing more with less.' Under QRM, if demand rises, companies should indeed invest in machines and people to build in that excess capacity and ensure utilization doesn't head into dangerously high territory. QRM does demand that workers perform myriad functions, set up more often, and manage product flow. But it doesn't demand that they put in long hours to get the job done. During a time when so many companies are reluctant to add to their payrolls, that's a powerful message.*

-Tim Heston, Senior Editor, FMA Communications Inc., in *The Fabricator*, October 2011

### **About the Author**

**Rajan Suri** is Emeritus Professor of Industrial Engineering at the University of Wisconsin–Madison. He received his Bachelors degree from Cambridge University (England) in 1974, and his M.S. and Ph.D. from Harvard University in 1978. Dr. Suri founded and served as Director of the Center for Quick Response Manufacturing (QRM) from 1993 to 2008, and continues to serve the Center in an advisory role. The Center is a consortium of companies working with the University on developing and implementing QRM strategies?over 200 companies have worked with and supported the activities of the Center ([www.qrmcenter.org](http://www.qrmcenter.org)).

Suri introduced the core concepts of QRM in his landmark book *Quick Response Manufacturing: A Companywide Approach to Reducing Lead Times* (Productivity Press 1998). He is also author of over 100 technical publications, has chaired several international conferences on manufacturing systems, and has served on the editorial boards of leading scholarly journals in the field. Dr. Suri combines his academic credentials with considerable practical experience. He has consulted for leading firms including 3M, Alcoa, AT&T, Danfoss, Ford, Hewlett Packard, Hitachi, IBM, Ingersoll, John Deere, National Oilwell Varco, P&H Mining Equipment, Pratt & Whitney, Rockwell Automation, Siemens and TREK Bicycle. Consulting assignments in Europe and the Far East, along with projects for the World Bank, have given him a substantial international perspective on manufacturing competitiveness.

In 1981, Dr. Suri received the Eckman Award from the American Automatic Control Council for outstanding contributions in his field. He was a member of the team that received the 1988 LEAD Award from the Society of Manufacturing Engineers. He is coauthor of a paper that won the 1990 Outstanding Simulation Publication Award from The Institute of Management Sciences. In 1994, he was co-recipient of the IEEE Control Systems Technology Award. In 1999, Suri was made a Fellow of the Society of Manufacturing Engineers (SME), and in 2006, he received SME's Albert M. Sargent Progress Award for the creation and implementation of the Quick Response Manufacturing philosophy.

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Hall of Fame.

## **Users Review**

### **From reader reviews:**

#### **Charles Lemaster:**

Typically the book *It's About Time: The Competitive Advantage of Quick Response Manufacturing* has a lot of details on it. So when you make sure to read this book you can get a lot of profit. The book was compiled by the very famous author. The writer makes some research prior to writing this book. This particular book is very easy to read; you may get the point easily after looking over this book.

#### **James Boyett:**

Precisely why? Because this *It's About Time: The Competitive Advantage of Quick Response Manufacturing* is an extraordinary book that the inside of the guide is waiting for you to snap it but later it will zap you with the secret that is inside. Reading this book close to it was a fantastic author who wrote the book in such a remarkable way that makes the content on the inside easier to understand, an entertaining approach but still conveys the meaning entirely. So, it is good for you because of not hesitating having this nowadays or you going to regret it. This amazing book will give you a lot of advantages that the other book gets such as help improving your proficiency and your critical thinking method. So, still want to postpone having that book? If I have been you, I will go to the book store hurriedly.

#### **Bertha Montes:**

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