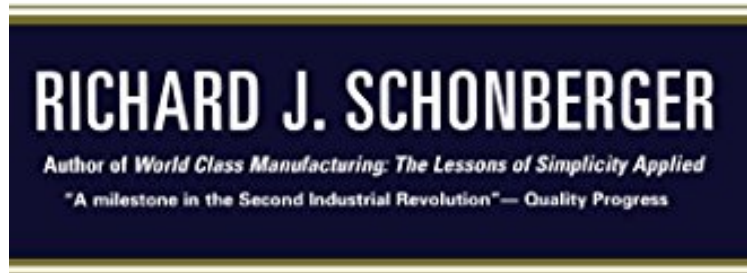


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Richard J. Schonberger

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WORLD CLASS MANUFACTURING: THE NEXT DECADE

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Richard J. Schonberger : World Class Manufacturing: The Next Decade: Building Power, Strength, and Value before purchasing it in order to gauge whether or not it would be worth my time, and all praised World Class Manufacturing: The Next Decade: Building Power, Strength, and Value:

1 of 4 people found the following review helpful. Good and Not So Good Ideas; No Focus whatsoever
By Customer
Schonberger hits on several strong manufacturing ideas in this book, but overshadows these good points with a severe lack of focus. One comes away from this book with lots of buzzwords floating around in one's head, but no

idea where to begin applying any of them, or what form such an application would take. The mantra of the book appears to be "do everything," when what a lost manufacturing manager needs is help on what are the (very few) key points of control in a system, how to identify them, and how to use them to powerful effect. The author would have you believe that "customer service" should be the goal of production. Nonsense. Customer service is a very important tool that is a means to an end: cash flow. If cash flow could be best guaranteed by ignoring customer service, then companies would be foolish to do otherwise. As it happens, customer service is a vital key to production, but only so far as it directly or indirectly supports the financial engine that drives a company. Evidence: it would be trivial to design a production system that supports the customer better than any in the world and that loses all viability in a month. This book gets a couple of stars due to the presence of a few good thoughts, but the author seems to have no clue what to do with them, or which are most critical. For better results, go straight to the source with Deming, or get some focus with Goldratt.

1 of 5 people found the following review helpful. What's the point? By Lean Manufacturing Engineer Mr. Schonberger hoists the flag of what he calls 'Customer Focused Principles' - with all due respect to Covey's 'Principles' - and waits to see who salutes. He is still waiting. With much name dropping, plenty of abbreviations - see, I know the jargon, many cited 'conversations' - see I am scholarly, and many random and pointless narratives about various companies - see, I am really scholarly and connected, Mr. Schonberger manages to waste the readers time while managing to obfuscate the principle of Total Quality Management and Lean Manufacturing. I came away from reading the book saying 'So what is the point'.

2 of 3 people found the following review helpful. Codifies manufacturing excellence By A Customer When Dick Schonberger first showed us a glimpse of the research that was going into this book, I could not wait to see "the real thing." This book is, like all his work, an important and major examination of what makes a manufacturing organization excellent. Built from "the numbers", as well as years of observations, Schonberger's work allows anyone - consultant, practitioner, teacher, executive - to understand the critical points at which a group defines its capabilities. His comprehensive References and Bibliography show that he gets around; his overall vision shows that he sees where good process is headed. Read this book for a measured look at manufacturing progress over the past ten years or so.

Since the invention of double-entry bookkeeping, managers have judged a company's worth by sales and profits. Now, Richard J. Schonberger, the architect of the worldwide Just-In-Time revolution, reaches beyond "financials" to redefine excellence -- and reveals, with new benchmark data, how pioneers become dynasties. Schonberger's pathbreaking new research reveals that, from 1950 to 1995, while "financials" dipped and soared repeatedly, industrial decline and ascendancy correlated perfectly with inventory turnover -- one of two key nonfinancial indicators and a bedrock measure, along with customer satisfaction, of a company's power, strength, and value. In this immensely readable book, he captures these new metrics -- the true predictions of future success -- in 16 customer-focused principles created from self-scored reports supplied by over 100 pioneering manufacturers in nine countries. Armed with new world-class benchmark data, Schonberger redefines excellence in terms of competence, capability, and customer-focused, employee-driven, data-based performance. For front-line associates to senior executives, Schonberger has written manufacturing's action agenda for the next decade. This book will be indispensable reading for manufacturing and general managers in all industries, as well as for pension fund managers, institutional investors, stock analysts, and stockbrokers.