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Tin-Chih Toly Chen · Yi-Chi Wang



Artificial Intelligence and Lean Manufacturing

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Contents

1	Basics in Lean Management	1
1.1	Introduction	1
1.2	Basic Concepts of Lean Manufacturing	2
1.2.1	3M and Seven Wastes	2
1.2.2	5S	3
1.2.3	Toyota Production System (TPS)	3
1.2.4	Just in Time (JIT)	4
1.2.5	Total Productive Maintenance (TPM)	5
1.2.6	Kanbans	6
1.2.7	Spaghetti Diagram	6
1.2.8	Drum Buffer Rope (DBR)	7
1.2.9	Value Stream Map (VSM)	8
1.3	Evolution of Lean Manufacturing	9
1.4	Organization of This Book	9
	References	11
2	Artificial Intelligence in Manufacturing	13
2.1	Artificial Intelligence (AI)	13
2.1.1	Machine Intelligence	14
2.2	AI Applications in Manufacturing	15
2.2.1	Inductive Learning	15
2.2.2	Instance-Based Learning	16
2.2.3	Genetic Algorithms	17
2.2.4	Artificial Neural Networks	19
2.2.5	Bayesian Approaches	21
2.2.6	Fuzzy Logic	21
2.2.7	3D Printing	23
2.2.8	Random Forests	23
2.3	AI Applications in Lean Manufacturing	24
2.3.1	Motivation	24
2.3.2	Application Procedure	24

2.3.3	Current Practice and Problems	26
2.3.4	Examples	27
2.4	Considerations in Introducing AI into Lean Manufacturing	32
	References	33
3	AI Applications to Kaizen Management	37
3.1	Kaizen Activities in Lean Manufacturing	37
3.2	Leanness of a Manufacturing System	37
3.3	AI Applications to 5S	41
3.4	AI Applications to Predictive Maintenance	47
3.5	Cycle Time Reduction	50
	References	52
4	AI Applications to Pull Production, JIT, and Production Leveling	55
4.1	Introduction	55
4.2	AI Applications to Pull Production	55
4.2.1	Fuzzy Logic for Pull Production Under Uncertainty	55
4.2.2	Artificial Neural Networks for Cycle Time Estimation and Job Scheduling in Pull Production	60
4.3	AI Applications to JIT	65
4.3.1	3D Printing Applications to Lean Manufacturing	65
4.3.2	3D Printing and JIT	66
4.4	Production Leveling	70
4.4.1	Production Leveling Based on TAKT Time	70
4.4.2	Cloud Manufacturing Application to Production Leveling	72
	References	73
5	AI Applications to Shop Floor Management in Lean Manufacturing	75
5.1	Shop Floor Management	75
5.1.1	Introduction	75
5.1.2	Shop Floor Management in Lean Manufacturing	75
5.1.3	Necessity of Artificial Intelligence Applications in Shop Floor Management	76
5.2	AI Applications to Shop Floor Management in Lean Manufacturing	77
5.2.1	Lean Data	77
5.2.2	Lean Maintenance	78
5.2.3	Digitalized Kanbans	79
5.2.4	Machine Learning and Industry 4.0 Applications to Single-Minute Exchange of Die (SMED)	80
5.2.5	Genetic Programming for Determining the Number of Kanbans	85
5.3	Conclusions	88
	References	88

Chapter 1

Basics in Lean Management



1.1 Introduction

Lean manufacturing, or **lean sigma**, originated in Japan and is a well-known tool for improving the competitiveness of manufacturers around the world. Lean manufacturing improves the planning, control, and management of a manufacturing system by using simple and effective tools such as kanbans, pacemaker, value stream mapping, 5s, just-in-time (JIT), standard operating procedures, load leveling, pull manufacturing, and others, as illustrated in Fig. 1.1. Common features of these tools are transparency, ease of understanding and communication, and ease of use. However, the philosophy of low volume and high diversity and pull production in lean manufacturing may not be suitable for all types of factories. Nonetheless, some lean management concepts and techniques are of reference value for all factories.

Toyota production system (TPS) is considered as the predecessor of lean manufacturing. TPS has been successfully applied to factories and supply chains around the world to shorten cycle times, regulate outputs, facilitate decision-making processes, reduce costs, and enhance worker safety [1, 2].

So far, the concepts and techniques of lean manufacturing have been applied to non-manufacturing fields, forming the concept of so-called “lean thinking”, which aims to “do more with less” [3].

According to Sanders et al. [4], there are four success factors for lean manufacturing:

- Supplier relationship;
- Process and control;
- Human factors;
- Customer focus.

In the view of Melo et al. [5], human factors and ergonomics are also key considerations when planning a lean work environment. In fact, lean manufacturing environments are more likely to ensure worker health and safety.

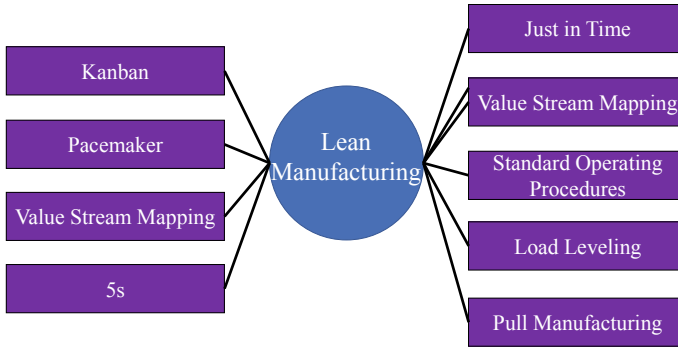


Fig. 1.1 Lean manufacturing technologies

1.2 Basic Concepts of Lean Manufacturing

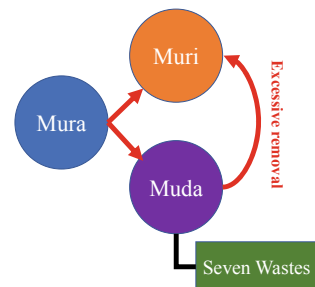
1.2.1 3M and Seven Wastes

Lean manufacturing aims to eliminate three types of deviations [2, 6] that are illustrated in Fig. 1.2:

- **Muda:** Muda includes activities that do not add value. The results of such activities are usually waste, i.e., the so-called seven types of wastes—overproduction, waiting, transportation, over processing, inventory, unnecessary motions, and product defects.
- **Mura:** Mura indicates the variability, inconsistency, unevenness, non-uniformity, or irregularity in production (in time, quantity, or quality). The existence of Mura leads to the **seven wastes**.
- **Muri:** Muri refers to situations in which operators or machines operate above their limits. Overburden, excessiveness, and unreasonableness are some synonyms of Muri. Muri may result from Mura or the excessive removal of Muda.

Therefore, activities are value-added if they avoid wastes and produce exactly what is needed, where and when it is needed.

Fig. 1.2 3M and seven wastes



The elimination of 3M usually starts with eliminating Muda (i.e., seven wastes). Managers should immediately address overproduction and unnecessary waiting, shipping, handling, inventory, actions, or corrections. In fact, after the elimination of Muda, Mura, and Muri also decrease, which improves the working environment and also the working performance [5].

1.2.2 5S

5S include a series of shop floor improvement activities aimed at making the shop floor cleaner, tidier, more hygienic, and safer. Such activities are divided into five categories: Seiri, Seiton, Seiso, Seiketsu, and Shitsuke [7], as defined in Table 1.1. To the Japanese, 5S are actually a daily practice of life wisdom, so they are easy to be integrated into management practices [8]. 5S achieve cost-effectiveness by maximizing efficiency and effectiveness. In lean manufacturing, 5S are among the most prevalent and easily effective improvement activities. However, in many organizations, only the first three S activities were performed, which limited the possible benefits [9].

The rapid advancement of computer and information technologies has diversified the implementation of 5S activities. According to the findings of Gapp et al. [10], an organization website is a suitable channel for disseminating information about 5S practices. Whether **artificial intelligence (AI)**, as the most advanced computer and computing technology, can be applied to 5S activities is a topic of concern [11]. This is also a direction this book intends to explore.

1.2.3 Toyota Production System (TPS)

Toyota Production System (TPS) is the redesign of a mass production system [12]. It is a production method created and developed by Toyota by completely eliminating wastes to achieve good product quality, low costs, and short lead time (i.e., the time between a customer placing an order and the delivery of the order) [12]. It is a

Table 1.1 Definitions of 5S

Kaizen activity	Definition
Seiri	Throw away useless stuff
Seiton	Align, sort materials, workpieces, tools, finished goods, etc
Seiso	Clean the shop floor
Seiketsu	Keep the cleanliness of the shop floor
Shitsuke	Educate people to get used to the continuous implementation of 5S activities