

基于价值流分析宜致公司生 产系统精益改善研究

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摘要： 由于时代更新发展以及中国的国力不断增强这些都促使中国的人民生活水平提高，也意味着中国以前那种廉价的劳动力资源将不复存在。所以对于那些本来在中国的外资企业，他们可利用的资源也在逐渐减少。在面临这些企业生存问题时，很多在中国的外资企业纷纷效仿起了日本丰田公司，将精益生产的理念运用到公司生产过程中来，从提高企业的生产效率和减少企业内部的浪费着手，从而提高企业的收益实现公司的可持续生产目标。本文以宜致汽车安全公司为例，运用价值流分析这一主要工具，对宜致的公司进行精益改善探究，研究出实现精益生产的具体步骤和方法。

本文从精益生产和价值流分析的相关理论出发，结合宜致公司的实际情况，通过对企业内部现场观察、内部访谈和现场实测等方式收集数据信息，对宜致公司的生产现状、企业布局、工艺流程等基本情况进行了详细分析；然后通过价值流工具的分析，绘制价值流图并发现出企业内部整体生产过程中的浪费，找出问题，并通过现场管理，设施规划，制定标准化作业手册和全面质量管理等方面对企业提出具体的改善措施，最后对改善后企业内部的生产系统绘制未来价值流程图，并与之前的价值流程图进行分析研究，验证改善的可行性和对企业生产效率的提高作用。

关键词： 精益生产；价值流；工艺流程；生产效率；6s 管理

Based on the value stream analysis yizhi company production

system lean improvement research

Abstract: The competition in our country's manufacturing industry is becoming more and more fierce. As the times have changed and China's national strength has increased, the living standards of the Chinese people have improved, which means that the cheap labor resources of the past will no longer exist. So the pool of resources available to foreign companies that are already in China is shrinking. In the face of these problems, many foreign-funded enterprises in China have followed the example of the Japanese Toyota Company and applied the concept of lean production to the company's production process, to improve the production efficiency and reduce waste within the enterprise, so as to improve the enterprise's income to achieve the company's sustainable production goals. Taking Yizhi Automobile Safety Company as an example, this paper studies the lean improvement of Yizhi automobile safety company by using the main tool of value stream analysis, and studies the concrete steps and methods of realizing lean production.

Based on the relevant theories of lean production and value stream analysis, and combining with the actual situation of yizhi company, this paper collects data information through on-site observation, internal interviews and field measurement, and makes a detailed analysis of yizhi company's production status, enterprise layout, process flow and other basic conditions. And then through the analysis of value stream tools, mapping the value stream and reveal internal overall waste in production, find out problems, and through the on-site management, facilities planning, standardized operation manual and total quality management to enterprise specific improvement measures are put forward, finally to improve the enterprise internal production system to plot the future value stream mapping, and compared with previous value stream mapping analysis and research, and confirms the feasibility of improving production efficiency of the enterprise.

Keywords: lean production; 6s field management; value flow chart ;basic IE;process flow

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