CHAPTER 7
CONCLUSION

The elements of JIT and issues concerning its implementation for Indian industries are thoroughly examined and discussed in depth in the present study. A few big industries have implemented JIT in totality, and have immensely benefited. But the majority of industries have either not implemented JIT or have implemented it half-heartedly. This group of industries have simply tried to copy JIT implementation elsewhere without making necessary suitable changes that are required to be incorporated company wise. Japan implemented JIT successfully because of its strong working culture and strict adherence to its elements, and was far ahead of America in its speed of implementation.

The JIT approach to manufacturing has huge potential. Inventory can be reduced, quality can be improved, and waste can be reduced through JIT. Implementation of JIT requires extraordinary discipline, significant time and sincere efforts to ensure success and to get maximum benefits. Japan is today the global manufacturing leader because of JIT approach being adopted by its industries in totality. JIT manufacturing has the capability to produce product using the least amount of nonvalue-adding activities that add time and subsequently cost to the manufacturing process.

Majority of Indian industries are using conventional methods of manufacturing, and do not lend much importance to JIT manufacturing. The JIT approach of manufacturing does not involve much financial investment, rather it demands a change in the mindset of the employees and workers to clear their doubts and fear about JIT.
A vigorous effort is required on part of Indian industries to make the transition to JIT manufacturing possible in a company. Changing the company’s manufacturing system requires a commitment from top management down through the organization to the shop floor. Half-hearted efforts without any preparation will result in failure of JIT. This is what it is exactly happening with Indian industries. They started working with JIT with much enthusiasm and fanfare, but the original enthusiasm did not last long and waned soon. They are required to sustain their commitment and efforts at every level of JIT implementation. Regardless of what improvement initiatives are undertaken, adherence to the fundamental principles of JIT manufacturing is required. Deviation from or modification of the basic tenets denigrates the final results.

Perhaps the most daunting of challenges is the incorporation of the fundamental cultural change that is necessary to make the new system work. Each company has a unique operating culture and a different appetite for change. The degree of difficulty is directly proportional to the degree to which the traditional manufacturing is entrenched. Because long-term managers typically develop individual systems to solve their departmental problems in the absence of a standardized, company-wide solution, they often develop a comfort level within the organization and have little incentive to embrace new systems that may challenge their personal systems and methodologies. As JIT manufacturing confronts these systems, resistance to change is imminent. Therefore, transforming a manufacturing facility to JIT manufacturing often requires a delicate balancing act between forced implementation and negotiation. Changes will not happen easily and may occur at a rate slower than desired. Perseverance, tenacity and patience are valuable attributes in JIT implementation.

The study will prove to be a milestone for Indian industries in changing their mindsets about JIT, and will give them an opportunity to compete on global basis and achieve the goals of world-class manufacturing using JIT.