Rajan Suri is Emeritus Professor of Industrial Engineering at the University of Wisconsin-Madison. He received his Bachelors degree from Cambridge University (England) and his M.S. and Ph. D. from Harvard University.

Professor Suri is the Founding Director of the Center for Quick Response Manufacturing (QRM) at the University of Wisconsin-Madison, a consortium in which around 300 companies have worked with the University on developing and implementing QRM strategies. Dr. Suri is author of the original book on QRM, ***Quick Response Manufacturing: A Companywide Approach to Reducing Lead Times*** *(Productivity Press, 1998), as well as the latest book on QRM,* ***It's About Time: The Compe- titive Advantage of Quick Response Manufacturing*** *(Productivity Press, 2010). Prof. Suri has consulted for leading firms including Alcoa, AT&T, Danfoss, Ford, Harley-Davidson, Hewlett Packard, IBM, John Deere… Consulting assignments in Europe and the Far East have given him an international perspective on manufacturing competitiveness.*

Professor Suri has received awards from the American Automatic Control Council, The Institute of Management Sciences and the IEEE. 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. In 2010 Rajan Suri was inducted into the Industry Week 2010 Manufacturing Hall of Fame.

Quick Response Manufacturing (QRM)

companywide strategy for lead time reduction throughout the enterprise.

By implementing the QRM strategy, we improve the competitiveness and the profitability of enterprises, along with an increase in market share, cost reductions and a higher employee satisfaction.

The **theoretical part** of the Masterclass will provide an overview of the QRM strategy, which includes four core concepts:

a. *The Power of Time*
   The non-obvious reasons why lead time is important (much more important than most managers realize), how it influences total operating cost and quality, and how to take advantage of this realization.

b. *Organizational Structure*
   How to restructure your organization to minimize lead time throughout the enterprise.

c. *System Dynamics*
   How interactions between machines, people and products impact your lead times. As a result, capacity planning policies (e. g. machine and labor utilization) and lot sizing policies need to be rethought for QRM.

d. *Enterprise-wide Application*
   QRM is not just a shop floor approach; it is applied throughout the organization. This includes material planning and control, purchasing and supply chain management, office operations such as estimating and order processing, and new product development. In particular, you will also get an introduction to POLCA, a shop floor alternative to Kanban (Kanban does not work well for low-volume or custom products). You will also see data on the «bottom line» impact of QRM on product cost, quality, and lead times.

In the following **practical part**, you will learn about the application of these concepts. For example, you will learn about **MCT-Mapping**, a method for visualizing processes and their potential improvements, as well as **Focused Target Market Segments** (FTMS), a powerful QRM approach to target lead time reduction projects for maximum impact.