

# Quality Lean Management System (QLMS)

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The report tackles problems of integration of quality management system and lean production system. Authors clarify such terms as Quality Lean Management System (QLMS), value as integrating basis of quality, cost and time of production and delivery. Two levels of QLMS, role and place of production systems in organizations are discussed.

QLMS is a system, goal of which is coordinated management of parameters of quality, products/processes cost and time characteristics of production and delivery cycles, i.e. covering almost whole set of characteristics of product manufacturing and delivery, interesting as for customers, as well as for manufacturers. Basis of integration is formed by the notion “value for customers”, that is defined as “something, that people want to own, use, apply or exchange”. Value is defined as a complex category, that includes product features – quality, availability (in the form of ownership or usage), results of usage and evaluation by customers, as well as opportunities for exchange and measure of such exchange, for example, in the form of price. Value determines pre-contract, contract and after-contract relations of parties considerably. QLMS has a two-level structure. The task of the upper level of quality management is to transform business objectives into target characteristics of quality Q, cost C and time of manufacturing and delivery processes T (takt times, cycle times, etc.) for each product organization is planning to produce.

To achieve target characteristics Q, C, T at the lower level of QLMS, a management system is created to control process parameters and, first of all, parameters of manufacturing, assembly and internal logistics processes, for purpose of their achievement and maintaining in the predefined boundaries of variation, that appear in a production system as deviations of Q, C, T and/or as their adjustment/adaptation to changing internal and external environment conditions.