

Integrated Supply Chain Strategy with Standardization of Professional Communication as Lean Manufacturing Tool

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Abstract- The article substantiates the importance of professional communication standardization and supply chain strategy as lean manufacturing tool, which is loss reduction reserve in the organizations of different fields. They consider the issues of organization effectiveness impact in the field of communication processes, and the effectiveness of its work in general. They provided the definition of professional communication standardization process, the main conditions for its occurrence are highlighted. The formation of lean communication is proposed as the result of professional communication standardization. They summarized the advantages of standardized professional communication gained by the company.

Keywords- professional communication standardization, supply chain strategy, lean manufacturing, professional communication standard, lean communication.

1. Introduction

In modern business practice, the losses of different types of resources occur often due to ineffective communication in an organization. In lean manufacturing, losses are any actions that do not create value but consume resources. Interpersonal communications occupy most of employee time. Through communications information is transmitted to people, and, therefore, information is a connecting tool for goal achievement. It is impossible to establish contacts and communications without specific information. The effectiveness of information is determined by its understanding in certain interests. Ineffective interaction of company employees leads to significant costs in the course of their work. Since professional communication is the prerequisite for interaction between employees, customers and partners, the pace of work of the entire enterprise depends on information transfer speed and availability. Rules, business communication standards, their compliance is an important component of business communication. Without

them, it is impossible to establish effective business relations. It is important to know the basics of ethics and aesthetics, and business communication etiquette. Their knowledge will provide competent conduct of the same negotiations, discussions and other types of business communication.

2. Study methods and materials

The publications in the field of professional communication, standardization as the tool for lean manufacturing and lean communication were used as the study materials. They also used the reports of expert consultants engaged in professional activities to establish lean processes in the organizations of the country. The types of losses from ineffective professional communication were revealed by the method of enterprise and organization activity analysis. The practical experience summary of professional activity standard use allowed us to identify the benefits that the company receives from standardized professional communication. Abstract-logical method made it possible to identify the importance of professional communication standardization in lean production as loss reduction reserve in the organizations of various fields. They performed the review of enterprise professional communication goals, objectives, types, functions in the context of the transition to the use of lean manufacturing tools. They apply the method of the existing approach review to solve the scientific problem and the practical task of lean production introduction in enterprises and organizations. Positive and regulatory approaches allowed us to identify the actual and optimal results of the enterprise, depending on professional communication quality.

3. Results

The transfer of information from the sender to the recipient, their communication implies a broad interpretation of communications. The concept of "communication" can be seen in an organizational

context. According to it, the communication includes a process and an object. Process is the communication of people: the exchange of ideas, thoughts, intentions, feelings and information. An object is a set of technical tools that provide information transfer processes. Business communication is the type of communication in which information is exchanged in the socio-legal and economic sphere of human activity to solve a specific task (commercial, industrial, scientific, and others). The more effective business communication is, the higher the level of customer satisfaction [1]. A barrier to the data exchange between the sender and the recipient may be various sources of noise that distort the perception of information. The most common sources of noise are language errors. It should be noted that it is impossible to avoid noise, since they inevitably arise at any stage of the information exchange process. The effectiveness of organizations in the field of communication processes contributes to its effectiveness in everything else. Therefore, the leadership of any organization is interested in communications, in order to obtain reliable information on time and in the forms necessary for management decisions. The signs of ineffective communication are bickering with others, aimed at the protection of personal goals and plans. Not thrifty process of professional communication leads to the loss of time, income and business partners. An effective interpersonal communication is necessary for the organization successful functioning, as the interaction of people in the organization is built to solve all production and management tasks. Besides, it is the best way to discuss the issues that require extensive knowledge. Effective communication aims to understand the views, feelings and opinions of others. High-quality communication with customers is the basis of work for any company and the key to high earnings of employees. It is necessary to maneuver between the interests of a client and the company. You need to speak with the client in the same language, but do not stoop to his level if the client swears or if he is rude. Just being a sociable person is not enough. You need to learn and master these skills. Ethics and psychology of communication with a client will help you, which will allow you to create a good first impression and win over your interlocutor. Observing the basic rules of communication with the client, you can build a productive business conversation and achieve your goals [2]. Human resource is one of the important

factors of the organization efficiency improvement. Consequently, the consideration of communication problems is aimed at human factor increase [3]. Communication is a complex system in any organization. Communication consists of many levels, and it covers the whole organization, as well as its constituent elements, as well as its external environment. According to [4], communications perform the following functions in organizations:

- Information function which plays the role of a mediator, through the transfer of information that takes place through the exchange of messages, solutions and intentions between individuals. Information is exchanged to achieve the organization goals or to solve a specific problem, as well as for the entire communication process in the organization.
- Motivational function. Its main goal is to motivate the organization employees to better accomplish the tasks better, using such means as the head orders, suggestion and persuasion, as well as requests.
- Control function. It monitors the behavior of its employees on the basis of hierarchical subordination.
- Expressive function. It helps to meet social needs through the expression of feelings, as well as the experiences about happening.
- Communicative [4].

The main communicative task of the organization is to achieve the least possible degree of uncertainty. It is important not only to inform an expert, but also to do it timely for problem solution, and also to convey information fully, volumetrically, with a sufficient degree of complexity or simplicity. The informational context should be selected adequately, since the same information can be interpreted differently by its recipients. The communication message sender should take this into account. Information supply is used in formal and informal communication subsystems. An example is the informing through informal channels to disseminate information among the team in order to understand its reaction to the decision that is being prepared, or to prepare the group for the upcoming changes. This type of information gives the opportunity to adjust the decision or for its more successful implementation. The communication trend can be ascending, descending and horizontal. Ascending communication is directed from the lowest link to the highest one in the organizational hierarchy. Descending communication is directed from the

highest link to the lowest one. If the information came from the bottom up, but an informal communication channel was used, the manager has more means to respond to the situation. If this kind of informing has occurred through a formal channel, then the head may nothing but respond only by formal means. Informal channels have their advantages in comparison with the formal ones. They are faster, and more selective. You can gain knowledge about the rules of business communication by training managers, employees who have to act as communicators to achieve important company goals. Such training is organized by our company in the form of trainings. Thus, the participants of business communication training gain knowledge and skills that facilitate the establishment of effective contacts both inside and outside the company [5]. A significant reserve for the reduction of losses in the organizations of different spheres is an effective staff communication development through standardization. Reasonableness of speech is considered as the most important communication rule in business environment. Speech should be prepared, and better recorded. Before starting a conversation, business people mark the topics and the issues that require discussion. A report or a public speech is built according to the plan: they prepare the introduction, the main part and the final conclusions, the results. To simplify the process of employee training for all sorts of communications, it is advisable to standardize the same communication types. In professional communication, there is always data loss and distortion. Standardization and the establishment of lean communication minimize these losses. The GOST R 56908-2016 "Lean production. Standardization of work" defines that "work standardization" is the method which performs an accurate description of each action, activity implementation order and rules, including the determination of action time, the sequence of operations and the required level of reserves. Standardization of professional communication is the activity aimed at streamlining in the field of business communication, through the establishment of regulations and provisions defining the ways of multiple solutions to real problems and tasks [6]. The communication standard should be developed by experts or managers with the obligatory participation of all employees for whom it is intended. A standard formed without the involvement of specific communication executors

will not work in the actual production process. The result of professional communication standardization process is the creation of lean communication. Lean communication is professional communication aimed at an addressee, taking into account his needs and the set task solution. The standard of professional communication is the document that establishes the characteristics of products and the rules of business communication process implementation. The communication standard should include not only specific concise, professional, productive phrases uttered by employees, but also opponent listening rules. [7-15]. identifies two types of standards: organizational and operational. "Organizational standards are administrative rules, guidelines, job descriptions, etc. Operational standards are intended to describe the specific performance of a particular work" [7]. From the point of view of lean manufacturing, the Standard or "Standardized Work" includes:

- the sequence of production process operations;
- detailed description multiple of a single operation;
- indication of production process tact time;
- Standard user participation in its development;
- the focus on efficient execution of business processes, excluding losses.

In practice, quite often there is the fact that employees study the established requirements during the communication process standardization introduction at an enterprise, but then forget about them. It is important that lean manufacturing participants realize that standard communication is only a tool in continuous improvement, it must be changed on the way to the ideal workflow. During communication standardization introduction at an enterprise, it is important to convey to employees that the communication standard is the easiest and the safest way for production issue solution [16,17]. The advantages of standardized professional communication:

- This is the best way to preserve the accumulated experience and best practices ever used at the enterprise. The intellect of one person may be lost when this person leaves the company.
- This is a practical tool to assess the performance of employees, both individual and group. Comparing an employee's work (watching him) with the standard, you can understand how well and effectively it works. With some corrective action, you can clearly show the errors in the employee's work, demonstrating the standard work.

- It is a kind of assistant for problem determination process in workplaces. In the process of preparation and filling in of all forms of standard work, you can easily detect the potential problems in the process[18]. It is possible to prevent them at the design stage.

- This is the way of new employee training. The process of employee training becomes stable and productive. Demonstrating standards, the employee masters the perception of key points in the work [19-23].

4. Conclusions

Professional communication is necessary to train employees in order to establish contacts, conduct negotiations and speeches, conduct business communication by phone, sell, conduct qualifying interviews and conduct business correspondence effectively. Communication between people is a complex process, in which there are losses, results and efficiency as in any process[24-27]. Standardization of professional communication is an important tool for the company result improvement. Standardization makes the basis for kaizen at the enterprise. Standard professional communication is the tool for the daily activities of company employees (both for line personnel and managers). Standardized communication is not the everlasting dogma accepted by all. Standard work, that includes a number of generally accepted document forms, can and should be changed due to production process changes, as well as the changes of relationship between process participants. Lean communication is professional communication aimed at an addressee, taking into account his needs and the set task solution. The effectiveness of professional communication standard is characterized by the speed of planned communication goal achievement. Accordingly, the first stage of standardized professional communication is the setting of communication goal[28-32].

5. Summary

Standardized work is the process stabilization tool. Professional standardization is an essential element of a lean manufacturing and management system. Control is the most important stage of professional communication standard introduction. The standard will not be implemented without control [33,34]. The introduction of professional communication standards allows to obtain several quality effects, such as customer satisfaction with the quality of customer

service and feedback, customer satisfaction with the time it takes to provide a product or service, and time reduction for an operation performance by an employee.

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