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Italo Sepulveda Solari



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Review

Relationships between lean and sustainable construction: Positive impacts of lean practices over sustainability during construction phase



David Carvajal-Arango, Sara Bahamón-Jaramillo, Paula Aristizábal-Monsalve, Alejandro Vásquez-Hernández*, Luis Fernando Botero Botero

Universidad EAFT, Carrera 49, Número 7 Sur 50, 050022, Medellín, Antioquia, Colombia

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ABSTRACT

Academics and professionals in the architecture, engineering, and construction (AEC) field have expressed an increasing interest in sustainability and its application in the development of construction projects, especially with its deemed relationship with lean construction, for the purpose of improving efficiency in the construction processes. Practices framed under the lean philosophy show their potential in reducing environmental, economic, and social impacts during the construction phase, with an increase in the parameters of sustainability in the development of projects. This article is a review of the extant literature, in an effort to establish the relationships and synergies between the philosophies of lean and sustainable constructions, and to determine how the lean construction practices contribute to each dimension of sustainability (i.e., environmental, economic, social) during the construction phase of a project. A matrix is presented to show the positive effects generated by lean practices on the three dimensions. Moreover, this study identifies the lean construction practices more commonly mentioned in the literature and those that bring further economic, social, and environmental benefits. The analyses and findings of this literature review offer a starting point for future research that integrate lean and sustainable construction during the construction phase.

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Informe completo
sobre investigación
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The implementation of lean manufacturing in the furniture industry: A review and analysis on the motives, barriers, challenges, and the applications

Falah Abu ^{a, b}, Hamed Gholami ^{a, *}, Muhamad Zamari Mat Saman ^a, Norhayati Zakuan ^c, Dalia Streimikiene ^d

^a Department of Manufacturing & Industrial Engineering, School of Mechanical Engineering, Faculty of Engineering, Universiti Teknologi Malaysia (UTM), Johor 81310, Malaysia

^b Faculty of Applied Sciences, Universiti Teknologi MARA (UiTM), 40450 Shah Alam, Malaysia

^c Department of Business Administration, Azman Hashim International Business School, Universiti Teknologi Malaysia (UTM), Johor 81310, Malaysia

^d Lithuanian Energy Institute, Breslaujos 3, Kaunas, LT-44403, Lithuania

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ABSTRACT

Although research on the adoption of lean manufacturing in the furniture industry in emerging economies is slowly progressing, its implementation has been emphasized by researchers and practitioners. Research on this scope is therefore limited, particularly when compared to the vast amount of scholarly studies contributed to successful implementation of lean in the developed countries. To support the narrow body of knowledge on this under-researched scope, this paper presents the current shortfalls of implementing the lean manufacturing in terms of motives, barriers, challenges, and applications. To address these issues, a methodological approach was implemented in two tiers. Firstly, a comprehensive review of state-of-the-art literature on the issues was performed followed by an analytic approach using a survey on 148 companies in Malaysia to finalize the research. Upon validation of the analyses, the results revealed that most of the lean companies agreed that the reasons for lean implementation are to increase efficiency, to clean up and organize the workplace, and to increase utilization of space. Non-lean companies believe that issues related to knowledge are the reasons for not undertaking lean implementation. However, lean companies believe that the obstacles are more about employee-related issues including lack of labor resources, lack of implementation know-how, and employee resistance to change. Lean companies also face challenges in the form of technical knowledge, training, and financial resources during the early phase of lean implementation. In addition, only three applications – 5S, employee training, and quality control – were found to be useable in the Malaysian wood and furniture industry. These findings present a critical view of the current shortfalls of lean implementation in the wood and furniture industry throughout Malaysia and other emerging economies.

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Trabajo de referencia importante



Toyota Production System – Monitoring Construction Work Progress With Lean Principles

Bala S.K. Paladugu, David Grau

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Abstract

Toyota Production System (TPS) is an advanced method of production design, control, and management originally conceived by the Toyota Motor Corporation. Improved quality, customer added value, waste elimination, and just-in-time or continuous improvement are the main traits of TPS. Many companies across distinct industries have supported and improved their production processes with TPS principles. This article presents a synopsis of TPS history, its theoretical foundation, and its impact across industry sectors, with a specific emphasis on lean construction – the TPS equivalent in the construction sector.

Keywords

Continuous improvement; Just-in-time; Lean; Lean manufacturing; Total production system; Toyota production system; Value; Waste

Capítulo individual de un libro



Advances in Computers

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Chapter Four - Advances in Using Agile and Lean Processes for Software Development

Pilar Rodríguez, Mika Mäntylä, Markku Oivo, Lucy Ellen Lwakatare, Pertti Seppänen, Pasi Kuvaja

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Abstract

Software development processes have evolved according to market needs. Fast changing conditions that characterize current software markets have favored methods advocating speed and flexibility. Agile and Lean software development are in the forefront of these methods. This chapter presents a unified view of Agile software development, Lean software development, and most recent advances toward rapid releases. First, we introduce the area and explain the reasons why the software development industry begun to move into this direction in the late 1990s. Section 2 characterizes the research trends on Agile software development. This section helps understand the relevance of Agile software development in the research literature. Section 3 provides a walk through the roots of Agile and Lean thinking, as they originally emerged in manufacturing. Section 4 develops into Agile and Lean for software development. Main characteristics and most popular methods and practices of Agile and Lean software development are developed in this section. Section 5 centers on rapid releases, continuous delivery, and continuous deployment, the latest advances in the area to get speed. The concepts of DevOps, as a means to take full (end-to-end) advantage of Agile and Lean, and Lean start-up, as an approach to foster innovation, are the focus of the two following DevOps, 7 The Lean Startup Movement. Finally, Section 8 focuses on two important aspects of Agile and Lean software development: (1) metrics to guide decision making and (2) technical debt as a mechanism to gain business advantage. To wrap up the chapter, we peer into future directions in the area.

Resumen de una presentación o póster en papel o oral, típicamente presentado en las actas de la conferencia

...tion was also developed. Staff in Perioperative services and surgical inpatient units received education on both protocols. Analgesia includes monitoring post-operative bladder volume on all TKA patients in the Post Anesthesia Care Unit (PACU) and surgical inpatient unit and recording instances of post-op urinary retention (POUR).

RESULTS: Specific recommendations were provided for exclusion criteria from the protocol and for assessing urinary retention. From August to November 2018, of the patients who did not receive an IUC during surgery, 14% experienced POUR and required an intervention of either intermittent catheterization or placement of an IUC. For the patients that received an IUC, the urinary retention resolved by post-op day 1 and the catheter was removed.

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Presentation Number ISR-74

Approach is crucial: Preventing Surgical Site Infections through Lean Methods and Teamwork

Laura Staubit MED, BSN, RN, CIC, Providence

BACKGROUND: Surgical site infections (SSIs) remain a significant cause of patient harm. Prevention requires a multifaceted approach. SSI prevention bundles have resulted in decreased SSIs, while Lean

Poster Abstracts / American Journal of Infection Control 47 (2019) S15–S50

S29

principles can provide effective tools for quality improvement. We describe an intervention to reduce SSIs that incorporates Lean techniques, teamwork and bundle implementation.

METHODS: In 2016, a Surgery Prevent Infection Team (SPIT) was launched as a multidisciplinary team at two acute care hospitals within a hospital system (Hospital A and B). SPIT was comprised of environmental services, infection prevention, perioperative caregivers, education, anesthesia, surgeons and leadership. As an overall ground rule, all selected interventions had to be supported by evidence-based research. Interventions were implemented using a phased-approach over several months. In the early phase, pre-surgery?skin cleansing and staff education was prioritized. Education included hospital-wide dissemination of a SSI weekly report. Lean principles were employed which promoted listening to the voice of the customer. In the second phase, SPIT conducted listening sessions with perioperative and surgeon committees which identified glucose management as a concern. A surgery patient glucose management protocol was introduced to standardize patient care. The National Healthcare Safety Network standardized infection ratio (SIR) was monitored pre and post intervention to assess effectiveness.

RESULTS: Hospital A and B had a substantial decline in the SSI SIR following the study. The SIR values for hospital A for 2016, 2017 and 2018 were respectively 1.29, 1.13, and 0.56 to date. Hospital B SIR values were 0.26, 1.86 and 0.47 for the same time period. Feedback from the surgeon committee in the Lean listening sessions showed improved trust and support for standardized SSI interventions.

CONCLUSIONS: Evidence based initiatives, early engagement of all stakeholders, bundle implementation and disseminating timely data has proven beneficial to decrease SSIs. Lean principles provide crucial, effective methods for integrating quality measures.

Presentation Number ISR-75

Effect of Non-Infection Prevention Champions on Catheter-Associated

Non-IP champion facilities (categories 3-5) experienced fewer infections per 1,000 device days ($p=0.0223$) in 2015. Subsequent years showed non-significant comparisons between these groups. Facilities with non-IP champions had significantly lower rates than hospitals with IP champions only in 2015 ($p=0.0018$). Comparisons for 2016-2017 between these groups were non-significant.

CONCLUSIONS: Although results were mixed, marginal data showed non-IP champions experienced fewer infections. Gold standard IP programs include unit-based champions who promote infection prevention among bedside clinicians. Results will be shared to encourage a shared culture of patient safety.

Presentation Number ISR-76

Hand hygiene observations... not so secret anymore

Courtney Mitchell MPH, CIC, Thomas Jefferson University Hospital; Mary Ehly BSN, RN, CIC, Jefferson Methodist Hospital; Charlotte Sacksteder BA, Jefferson Methodist Hospital; Kelly Zabriskie CIC, Jefferson Methodist Hospital

BACKGROUND: Tracking hand hygiene compliance (HHC) is an important function in healthcare to monitor compliance and validate accountability. Using a covert approach to monitoring hand hygiene limits the ability to collect a sufficient number of observations that are non-biased and highly reliable. Our objective is to create a program to reduce bias, be more reliable, yield a greater number of observations, and provide real time feedback.

METHODS: We implemented an overt observation program to collect data and provide real-time feedback to staff at a 900-bed multi-facility academic medical center. Paid overt observers, who wear blue vests, used an electronic survey tool on mobile tablets to collect hand hygiene observations on all staff disciplines entering and exiting patient rooms. Observers had to collect both the entry and exit

Lean In: Women, Work, and the Will to Lead

Review by Jordana Harber, MD; Nikita Joshi, MD

A Thousand Naked Strangers

Review by Melody Glenn, MD; Tanner Gronowski, DO; Audrey Sanford, MD; Nikita Joshi, MD

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Lean In: Women, Work, and the Will to Lead

Sandberg S

Knopf; 2013

240 pages, \$24.95

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“We still have a problem,” Sheryl Sandberg alarms us in her influential 2010 TED Talk, “Why We Have Too Few Women Leaders.” Although women are obtaining more advanced degrees, and more are entering the workforce, when it comes to leadership, they do not come close to matching their male counterparts. This trend also repeats itself in the field of emergency medicine. Sandberg’s solution is to keep women in the workforce. The background of the problem, reasons women leave, and her proposed solutions form the foundation of *Lean In: Women, Work, and the Will to Lead*. Her book focuses on strategies to prevent women from dropping out of the workforce by focusing on change at the individual level.

Although largely a book intended as a call to action for women, *Lean In* also serves as Sandberg’s pseudo-memoir, outlining her pathway to a successful professional life, starting with her childhood, descriptions of her mentors, highlights of pivotal moments in her college and postcollege years, and the variety of jobs she held before she became chief operating officer of Facebook. The reader learns that Sandberg’s career decisions were not merely intuitive but were based on considerable deliberation and weighing of priorities. Sandberg skillfully balances her experience with numerous examples from other colleagues, mentors, and friends—both men and women—in attempt to provide a rich discussion of her

of the world, it’s important for women to also reach for these opportunities.

2. Don’t leave before you leave: Sandberg acknowledges that women often face harder choices between professional success and personal fulfillment than their male colleagues. Yet too often women leave the workforce prematurely to pursue family planning, which may lead to closed doors.
3. Make your partner a real partner: Sandberg points out that women have made more progress in the work setting than they have in their own homes. It is important for professional woman to establish a true partnership with significant others, with a 50-50 balance of work and home responsibilities.

SEX DISPARITY IN MEDICINE

The medical profession is no exception to the sex gap. Within academic medicine, female faculty are less likely to be advanced to higher leadership positions. There are fewer female associate and full professors. *Lean In* can provide insights to creating programs and policy to help balance the sex disparities both at a systems level and individually.

The book was published before the widely known tragic death of her husband, Dave Goldberg, in May 2015, which led to speculations of how the book would be different with that perspective. Sandberg is also often criticized by many who state she benefits from financial well-being that allows flexibility in decisionmaking, options that are not available to single mothers or those of lower socioeconomic status. However, the book was written as a means to generate conversation and there is still much to be gained for the reader. Ultimately, readers walk away from the book not necessarily as experts or with the tools to exactly obtain professional success, but rather with considerable

Una colección de reseñas de libros.

Un informe detallado de los síntomas, signos, diagnóstico, tratamiento y seguimiento de un paciente individual.



Large for Gestational Age Newborns from Mothers Without Diabetes Mellitus Tend to Become Tall and Lean Toddlers

Francis de Zegher, MD, PhD¹, Miriam Pérez-Cruz, MD², Giorgia Sebastiani, MD³, Marta Díaz, PhD³, Abel López-Bermejo, MD, PhD⁴, and Lourdes Ibáñez, MD, PhD³

A longitudinal study with dual x-ray absorptiometry disclosed that infants born large for gestational age from mothers without diabetes mellitus and without excessive gestational weight gain tend to be long with increased adipose tissue as newborns and tall and lean as toddlers. (*J Pediatr* 2016;178:278-80).

Childhood growth trajectories of infants born large-for-gestational-age (LGA) recently were found to differ by etiologic subgroup.¹ Among children born LGA, those born to overweight/obese mothers with diabetes mellitus had the lowest prevalence of tall stature and the greatest prevalence of an elevated body mass index.¹ Two weaknesses of this study were the absence of data on body length at birth and the absence of data on body composition.¹ Here, we sought to diminish those weaknesses with longitudinal observations (including body length and body composition up to the postnatal age of 24 months) in breastfed infants born LGA to mothers without diabetes and in breastfed control infants born appropriate for gestational age (AGA). Previous reports on these infants born LGA disclosed that they had increased adipose tissue at birth but became relatively lean within the first months after birth.^{2,3}

Methods

Study participants were all the infants born AGA or LGA who had been enrolled in longitudinal studies of body composition during infancy and who could be followed until the postnatal age of 24 months.^{2,5} Studies and analyses were approved by the Institutional Review Board, Hospital Sant Joan de Déu.

Inclusion criteria for the present analysis were: (1) birth at Hospital Sant Joan de Déu (Barcelona) after an uncomplicated term (37-42 weeks), singleton pregnancy, no hypertension, no alcohol/drug abuse, and no diabetes mellitus (normal 1-hour oral glucose tolerance test in the second trimester [AGA], or in second and third trimesters [LGA]); (2) birth weight Z score between -1 and +1 for gestational age (AGA weight range was 2.9-3.8 kg) or a Z score above +2 (LGA weight

Infants born AGA or LGA were studied with the same methods at all time points. Lean and fat mass were assessed during natural sleep by dual x-ray absorptiometry (Lunar Prodigy v3.4/3.5; Madison, Wisconsin), adapted for the assessment of infants; coefficients of variation were <3% for lean and fat mass.⁴

Results

Infants born LGA tended to have mothers with pregestational overweight and with normal gestational weight gain (Table). On average, infants born LGA were long with increased adiposity at birth (Table). During the first 12 months, gains of length were similar in infants born AGA or LGA, but infants born LGA gained more lean mass, thus becoming relatively lean (Table); over the subsequent 12 months, infants born LGA maintained an increased lean mass that was commensurate with their increased length (Figure).

Discussion

The present findings align well with the observations by Xie et al,¹ and they complete those observations with evidence on length at birth and on the longitudinal course of body composition between 0.5 and 24 months. Collectively, these findings in infants born LGA endorse the inference by Hediger et al—from auxological measurements including skinfolds—that infants born LGA (from mothers without diabetes mellitus) tend to become “muscular.”⁶

Body weight can be gained in different time windows and be partitioned into different compartments. The present

Información sobre una conferencia

TECHNICALLY speaking

BY DAVE DAVIDSON, DEBURR/FINISH TECH GROUP, AND KATIE MACKAY, MACKAY MANUFACTURING, SPOKANE, WASH.

Meeting the Lean Deburring Challenge

Lean manufacturing and lean process thinking is reshaping the face of American manufacturing. Many companies have adopted "lean thinking" as a way of life. Companies meeting the demands and challenges of the 21st century are those that have adopted lean disciplines and equipped themselves with the agility and adaptability to meet the high-mix, low-volume, and just-in-time needs of their customers.

Many high-volume parts manufacturing operations continue to see significant portions of their business outsourced overseas. Numerous businesses now find themselves needing the capability to make smaller numbers of more complex and sophisticated components with demanding specifications. These

companies are now rethinking their deburring and finishing needs. Much of the traditional mass finishing equipment currently available was designed to accommodate large production streams of the same or similar parts. Two primary factors seem to be involved in driving the rethinking of mechanical processing performed in the finishing area of companies that have embarked on a "lean" journey.

1. Batch and queue organizational schemes are giving way to single-piece, continuous-flow methods of production organization. A need has been identified to replace mechanical edge and surface finishing methods capable of processing large volumes of parts in bulk with moderate-cycle times, with methods that can process the parts intensively and quickly and accommodate the quick changeover and processing needs that high-mix/low-volume manufacturing requires.

2. Many manufacturers have been presented with a need to make smaller lots of much more complex parts have fallen back on hand deburring with bench methods. Although this is a way of quickly handling a suddenly developing problem, it is not a long-term solution. As different operators handle parts, uniformity and quality problems arise, and reject, fall-out, and turn-back rates can become severe. Performing intricate deburring operations by hand can be both time consuming and tedious, and can lead to deburring becoming a significant bottleneck and constraint on the smooth flow of parts.

In the past, high-energy methods such as centrifugal barrel finishing were considered a specialty finishing method, to be utilized when more utilitarian methods, such as barrel and vibratory finishing, could not produce demanding edge and finish requirements within reasonable process cycle times. As the American manufacturing landscape changes, however, and more and more parts require special handling and rigid finish specifications, high-speed centrifugal finishing has become a primary option for meeting the lean deburring challenge.

One company that has been successful in bringing lean to deburring and surface finishing operations is MacKay Manufacturing in Spokane, Wash. The company specializes in manufacturing precision and high-tolerance components for the medical, electronic, and defense industries. This company has a vigorous lean implementation plan under way that has transformed the way it operates.

Like many other companies, MacKay formerly used a combination of hand deburring and vibratory finishing for surface and edge finishing requirements on the many varying parts they manufactured for their customer base. As time went by, and they compared procedures in their deburring area with lean-out operations in other areas of the plant, the deburring being performed looked less and less lean. Some of the parts involved



Figure 1: Lean centrifugal processing: this medical device is manufactured from stainless steel. The image on the left shows edge and surface condition as machined edge and surface condition; the middle image shows surfaces after high-speed centrifugal processing, with tool and machining marks fully blended in, and edge and surface requirements met in a mechanical finishing cycle of less than 10 minutes. The one on the right shows the part in its fully configured condition. The lean centrifugal process substantially reduced WIP time and eliminated variables to edge and surface finish. The lean finishing process brought a part-to-part, feature-to-feature, and lot-to-lot uniformity and consistency unattainable with prior methods, and it dropped non-conforming part rates down close to zero.

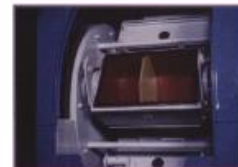


Figure 2: One of the important features of centrifugal barrel equipment is the ability to compartmentalize the barrel: cavities into processing segments. This assures that critical parts can be processed with the centrifugal process in complete isolation, preventing any chance of part-to-part contact.

Carta al editor o una respuesta a la carta



Contents lists available at ScienceDirect

Cardiovascular Revascularization Medicine



Time to start implementing Lean and Six Sigma in the catheterization laboratory



To the Editor

Although there was no association of reductions in average door-to-balloon (D2B) time and changes in mortality rate at the population level, many studies demonstrated that shorter patient-specific D2B times, directly associated with an amount of time the myocardial ischemia, were consistently associated with lower in-hospital mortality over time. Therefore, reducing D2B times should reduce the degree of myocardial ischemia and improve in-hospital mortality. To date, there are many barriers in the cardiac cath lab (i.e. on-time patient arrival, on-time physician arrival, on-time start, physician unavailability, pre-cath orders, and lab work) that cause delay procedure, leading to increased substantial morbidity and mortality in patients with ST elevation myocardial infarction (STEMI).

Lean and Six Sigma are strategies to reduce waste products and improve process efficiency and quality. Over the past decade, Lean and Six Sigma applications have been implemented in health care sector. In fact, the development of Lean started in the automobile industry (Toyota Production System), while Six Sigma was originally introduced by Motorola. Lean mainly targets a set of principles, practices and methods for designing, improving processes and reducing waste product, but is weak on organizational infrastructure and analytical tools. In contrast, Six Sigma is a business management strategy used to improve the quality and efficiency of an organizational infrastructure and provides statistical methods for problem solving. Although studies showed significant improvement in productivity and reductions in D2B times after Lean and Six Sigma implementations, Lean and Six Sigma applications have been underutilized in the cardiac cath lab. Ellahham et al. [1] found that the implementation of the Lean Six Sigma methodology significantly reduced D2B time from 75.9 to 60.1 minutes (median) in patients with STEMI. In addition, the percentage of patients meeting the 90-minute window dramatically improved from 73% to 96%. Similarly,

cardiac cath lab. Pitta et al. [5] showed that the implementation of Lean reduced time to schedule an appointment by 54% compared to pre intervention period. Overall, our brief review highlights the potential need for the implementation of Lean and Six Sigma methodology in the cardiac cath lab to reduce D2B times and improve productivity.

Chayakrit Krittanawong
 Department of Internal Medicine, Icahn School of Medicine at Mount Sinai
 St. Luke's and Mount Sinai West, New York, NY, USA
 Department of Cardiovascular Medicine, Heart and Vascular Institute
 Cleveland Clinic, Cleveland, OH, USA
 Corresponding author at: Department of Internal Medicine
 Icahn School of Medicine at Mount Sinai St. Luke's and
 Mount Sinai West, 1000 10th Ave, New York, NY 10019, USA
 Tel.: +1 212 523 4000; fax: +1 212 523 8605
 E-mail address: Ckrittawong@chpnet.org

Takeshi Kitai
 Department of Internal Medicine, Icahn School of Medicine at Mount Sinai
 St. Luke's and Mount Sinai West, New York, NY, USA

Tao Sun
 Division of Cardiovascular Disease, Department of Medicine
 Mayo Clinic, Rochester, MN, USA

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Data in brief



journal homepage: www.elsevier.com/locate/dib

Data Article

Process variables data from the lean vapour compressor campaign at Technology Centre Mongstad



Philip Fosbøl ^{a, *}, Randi Neerup ^a, Susana Almeida ^a,
Amirali Rezazadeh ^a, Jozsef Gaspar ^a, Anette Knarvik ^b,
Nina Flø ^b

^a Center for Energy Resources Engineering (CERE), Department of Chemical Engineering, Technical University of Denmark (DTU), Søtofts Plads, Building 229, 2800, Kongens Lyngby, Denmark

^b Technology Centre Mongstad (TCM DA), 5954, Mongstad, Norway

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Process optimization

ABSTRACT

The lean vapor compressor (LVC) unit at Technology Centre Mongstad (TCM), Norway has been tested. The aim of this research has been to create knowledge on the process performance of LVC on the CO₂ capture efficiency and energy profile of the TCM plant. The data presented in this paper is supplementary to the study "Results of the fourth Technology Centre Mongstad campaign: LVC testing" [1]. The dataset gives unique information on the LVC campaign in which 16 cases have been tested with various campaign process parameters such as LVC pressure, solvent flow, inlet flue gas CO₂ concentration, and stripper pressure. Absorber and stripper process conditions were recorded during these tests and are presented.

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Comunicación argumentativa, como documentos en una discusión, pero también perspectivas, comentarios, etc.



Trends in Food Science & Technology 44 (2015) 272–281

TRENDS IN
FOOD SCIENCE
& TECHNOLOGY

Viewpoint



House of lean for food processing SMEs

Manoj Dora* and Xavier Gellynck

Dept. of Agricultural Economics, Ghent University, Belgium (Dept. of Agricultural Economics, Ghent University, Coupure Links 653, B-9000 Gent, Belgium. Tel.: +32 (0) 487 943 765; e-mail: manojkumar.dora@ugent.be)

Failures in lean implementation tend to stem from a lack of understanding of sector-specific contextual factors and organizational factors. Current resources on lean implementation—such as where to get started or how to address the contextual factors—are limited, and no framework for answering these questions while catering to the needs of small and medium sized food processing enterprises. This paper propose a systematic lean implementation framework for food processing SMEs based on a longitudinal mixed research methodology. The key contribution of this paper is a framework, “House of Lean”, that takes into consideration the needs and characteristics of food processing SMEs.

Introduction

Lean manufacturing—a prominent quality management practice—utilizes fewer inputs to create the same outputs, eliminating waste to provide more value to producer and consumer. Lean manufacturing has been proven to significantly improve companies’ operational performance with respect to cost, quality and delivery, though predominantly in the automobile sector (Bhasin, 2008; Shah & ward, 2003). Additionally scientists has shown lean manufacturing to yield drastic improvements across numerous industries, and the evidence suggests that food

intensively debated topic in the scientific literature (Cox & Chicksand, 2005; Mahalik & Nambiar, 2010). A review of the literature reveals that there is no evidence of a lean implementation framework which includes contingency factors and that caters the need of the food processing small and medium sized enterprises (SMEs) (Cox & Chicksand, 2005; Simons & Taylor, 2007; Zokaci & Simons, 2006).

Author’s previously published articles on this topic in reputed journals such as *British Food Journal* (Dora, Van Goubergen, Kumar, Molnar, & Gellynck, 2013), *Trends in Food Science and Technology* (Dora, Kumar, Van Goubergen, Molnar, & Gellynck, 2013) and *Industrial and Systems Engineering Research Conference, 2012* (Dora, Van Goubergen, Kumar, Molnar, & Gellynck, 2012) highlighted the challenges of lean implementation in food processing SMEs. The findings provide an in-depth analysis of the determining factors and their relationship with lean manufacturing practices and operational performance. One prominent issue identified during the study was that there is a certain level of confusion among managers regarding the lean implementation process. Specifically, managers lack guidance on where to start, what to monitor, what to adjust, etc. to achieve the optimal impact of lean manufacturing practices. Dora, and Kumar, *et al.* (2013) reveals that there is a clear need for a systematic implementation framework for lean implementation for food processing SMEs which can answer the above stated questions. Under these circumstances, this paper proposes a lean implementation framework, tailor-made for the food processing SMEs.

It is important to revisit the findings from the survey and case studies before discussing the framework in detail. Previously published research articles in *British Food Journal* (Dora, Van Goubergen *et al.*, 2013), *Trends in Food Science and Technology* (Dora, Kumar, *et al.*, 2013) and *Industrial and Systems Engineering Research Conference* (Dora *et al.*, 2012) found the following eight challenges to lean implementation in food processing SMEs:

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Editorial

Advancing lean manufacturing, the role of IT

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Lean production

ABSTRACT

This introduction to the special issue discusses the changing role of information technology (IT) in advancing lean production. Lean principles and techniques have been applied in a wide variety of organisations, from make-to-stock to engineer-to-order industries, and even in typical service sectors, such as healthcare. In order to apply lean principles in various areas, variants were developed of well-known techniques, such as Kanban, Kaizen, SMED, and 5S. IT is used to develop such variants. Over the years, the role and use of IT in the application of the lean principles has changed. In this introduction, we discuss the main findings of the papers that were selected for publication in this special issue.

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1. Introduction

The first journal publication on the Toyota Production System was authored by Sugimori et al. [1]. Their view on effective production logistics differed fundamentally from the direction taken by many contemporary scientists and production engineers in the USA and Europe. Sugimori et al. criticised the lack of respect for humans in production organisations that were controlled by computerised planning. They stated: "It is not a conveyor that operates men, while it is men that operate a conveyor, which is the first step to respect for human independence." [1, p. 559]. The fundamental difference was in the role of technology in production processes, including conveyors and information technology (IT). Sugimori et al. first presented their views during the 4th International Conference on Production Research (Tokyo, 1977). The debate opened in that presentation, and has been ongoing since. The phrase "role of technology" appears to have been often misunderstood, i.e. interpreted as if the fundamental difference is in the level of advancement of the technology applied (in e.g. production planning and production automation). However, the difference is in neither the type nor the level of advanced technology applied, but in the role of humans when using and controlling the technology. The current special issue of *Computers in Industry* addresses the role of IT in advancing lean production. The next section will describe the main questions posed in the selected articles. This will provide insight in the various ways IT supports current developments in lean production. Section 3 presents the conclusions together with an invitation to increase the research efforts towards advancing lean production in various areas of manufacturing and service industries.

2. Roles of information technology in lean manufacturing

processes and supportive processes, such as maintenance. Developments in information and control technology have led to changing roles of humans and computers in these processes over time. However, the fundamentally different way of viewing the role of technology in the Toyota Production System led to different choices. Japanese companies have a tradition of interpreting and applying scientific management principles in a way that differed from many Western companies. Tsutsui [3] provides an excellent description of the development of these ideas over time in 20th-century Japan. Protzman, one of the designers of the well-known Civil Communications Section course for young Japanese top-executives in the electronics industry (see [3, p. 160] for a description of this course, which was offered in 1948–1950) noticed that humane management and scientific management were not opposing management styles, but could be combined and that this would result in fundamentally different choices in the design, operation and control of production processes.

The Toyota Production System has shown that IT can provide support to the decisions of planners and employees without completely taking over control. Recent developments in pull system design for make-to-order and engineer-to-order situations, such as ConWIP and POLCA, involve advanced IT in a similar way. And a recent publication on the "e-Kanban" system that Toyota Motor Company nowadays uses for supply chain control [4] shows how modern IT and intelligent algorithms are involved for adaptive control of the system.

The other papers in this special issue address specific areas and applications of IT in conjunction with lean production.

Dimitropoulos [5] discusses the impact of software on the agility of automatic production systems. Timely response to changing market requirements is very important for lean operating companies. IT can play a vital role in enabling a company to react adequately on external events. Software is an enabler of agility as it directly affects both the system's

Artículo en el que se informan errores que se hicieron en una publicación anterior en la misma revista

Experimental Gerontology 110 (2018) 309



Contents lists available at ScienceDirect

Experimental Gerontology

journal homepage: www.elsevier.com/locate/expgero



Corrigendum

Corrigendum to “Lower lean mass and higher percent fat mass in patients with Alzheimer's disease” [Exp. Gerontol. 58 (2014) 30–33]



R. Buffa^a, E. Mereu^a, P. Putzu^b, R.M. Mereu^b, E. Marini^{a,*}

^a Department of Environmental and Life Sciences, University of Cagliari, Cittadella Universitaria, 09042 Monserrato, Italy

^b Geriatric Division, SS Trinità Hospital, ASL 8, Cagliari, Italy

The authors regret to report a miscalculation of three bioelectrical variables, namely *specific resistance*, *specific reactance* and *specific impedance*, in the sample of patients with Alzheimer's disease.

The correct values are: Rsp (men: 410.4 ± 49.3 ; women: 441.1 ± 66.2); Xcsp (men: 38.1 ± 5.6 ; women: 38.3 ± 7.4); Zsp (men: 412.1 ± 49.3 ; women: 442.9 ± 66.4). Phase angle values have been unaffected by the error.

As in the original paper, patients have a significantly lower *specific reactance* and phase angle than the reference population ($p = 0.000$). Also the internal comparisons of bioelectrical variables are unchanged: female patients with worse cognitive and functional impairment show a

lower phase angle and a longer vector, respectively.

In contrast to the original results, Rsp and Zsp values are not yet significantly higher in patients than in the reference population.

However, a new research (Mereu et al., Exp Gerontol, 102:145–148, 2018, <https://doi.org/10.1016/j.exger.2017.11.011>) performed in a larger sample of patients with Alzheimer's disease and using a control of healthy elders better matched for age and population confirms and strengthens the conclusions obtained in the paper by Buffa et al. (2014): a lower phase and a longer vector in patients with Alzheimer's disease, i.e., lower lean mass and higher percent fat mass.

The authors apologise for any inconvenience caused.

Examen o cuestionario,
con preguntas y
respuestas



CME Test

- For assessment of sarcopenia, which one of the following tools is standard to distinguish lean, fat, and bone mineral tissues?
(A) Computed tomography (CT) scan
(B) Dual energy X-ray absorptiometry (DEXA)
(C) Ultrasound for muscle
(D) Magnetic resonance imaging (MRI)
(E) none of the above
- Which of the following statement about relative appendicular lean mass (ALM) is true?
(A) Lean mass for arm
(B) Lean mass for leg
(C) Sum of lean mass for arm and leg
(D) Sum of lean mass for arm and leg divided by height squared
(E) None of the above
- Which of the following statement for definition of sarcopenia in the elderly is true?
(A) It should be gender specific
(B) It should be ethnic specific
(C) Cut-off point is 2 standard deviations below the relative appendicular lean mass
(D) With either low gait speed or low muscular strength
(E) All of the above
- Which of the following statement about sarcopenia in the elderly is **NOT** true?
(A) The cause of sarcopenia is multifactorial
(B) The cause of sarcopenia includes malnutrition, neurodegenerative diseases, chronic illnesses, and metabolic diseases
(C) Sarcopenia has a close relationship with falls, physical disability, and increased mortality
(D) Sarcopenia has no significant relationship with aging
(E) None of the above
- Which of the following statement about sarcopenia in the elderly female is true?
(A) Both aging and menopause contributes to the decline of muscle strength and physical function
(B) Reduced physical activity contributes to the decline of physical function in elderly women
(C) Hand-grip strength criteria is more sensitive to diagnose sarcopenia in elderly women of China
(D) The elderly women in China had greater total fat mass and percentage of fat mass
(E) All of the above

Volume 11 Issue 2

Answers:

- (E)
- (D)
- (C)
- (B)
- (A)

Una breve reseña muy parecida a un artículo completo

Fuente: ScienceDirect
Adaptación: Ítalo Sepúlveda Solari

Journal of Catalysis 373 (2019) 384–389



Contents lists available at ScienceDirect

Journal of Catalysis

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PERSPECTIVE

Cu/Chabazite catalysts for 'Lean-Burn' vehicle emission control

Charles H.F. Peden

Pacific Northwest National Laboratory, P.O. Box 999, Richland, WA 99352, United States



1. Historical background

The development and commercialization of catalytic processes for remediating toxic emissions from vehicle exhausts has been a truly remarkable achievement for the environmental catalysis community. As pointed out in an especially useful text book on this topic [1], "the use of catalytic systems for pollution abatement was virtually nonexistent before 1976, but now it is a multibillion-dollar worldwide business that addresses gasoline- and diesel-fueled automobiles and trucks, ..." The forty-plus year history of catalytic vehicle emission control can be conveniently discussed as occurring in three 'eras'.

In the **first 'era'**, the so-called "three-way" catalyst technology was developed, fully implemented between the mid-1970's and mid-1980's, and continues to be optimized. Its name recognizes that the 3-way catalyst carries out the oxidation of carbon monoxide (CO) and hydrocarbons (HCs) to benign carbon dioxide (CO₂), while concurrently converting harmful emissions of nitrogen oxides (NO_x = NO and NO₂) via reduction to dinitrogen (N₂). Using oxide-supported Pt-group metal (Pt, Pd, and/or Rh) catalysts, greater than 95% conversion for all three of these reactions can be realized. However, this level of catalytic performance for the precious-metal based 3-way catalysts is only achievable over a narrow range of air-to-fuel ratios for the intakes of the internal combustion engines; these ranges being essentially at the stoichiometric or 'equivalence' ratio where there is just enough oxygen present to fully combust all of the fuel, typically denoted as $\lambda = 1$. At lower ratios (reducing conditions), CO and HC conversions drop while NO_x remains essentially fully converted (primarily to N₂ although the undesirable partial reduction to NH₃ can also occur under these conditions). Correspondingly, CO and HCs are fully oxidized to CO₂ under so-called "fuel-lean" (also called "lean-burn") conditions at high air-to-fuel ratios while NO_x conversions drop precipitously. Because of these constraints, the success of the 3-way catalyst technology is dependent on other components of the catalyst to 'buffer' the air-to-fuel ratios in the vehicle's exhaust system around the stoichiometric (equivalence) point. This is accomplished by the incorporation of an "oxygen-storage material" as part of the 3-way catalyst, usually composed of the mixed oxide, ceria-zirconia.

While, again, the 3-way catalyst has been remarkably successful, the requirement for maintaining stoichiometric air-to-fuel ratios greatly limits its applicability; notably, this technology does not function for effective NO_x conversions under lean-burn conditions encountered for fuel-efficient vehicles such as those powered by diesel engines. It was this problem that ushered in the **second 'era'** of vehicle emission control as scientists and engineers sought a viable catalyst technology for the reduction of NO_x emissions under lean-burn conditions. Significantly, the U.S. government, in cooperation with the three major vehicle manufacturers in the U.S., General Motors, Ford and Chrysler, established the Partnership for a New Generation of Vehicles (PNGV) in 1993, with a goal of developing highly fuel efficient vehicles; in particular, a small passenger vehicle that could achieve up to 80 miles per gallon fuel efficiency within 10 years while also meeting vehicle emission regulations. Because of their inherently greater fuel efficiency, diesel engine-powered vehicles became a primary focus of the PNGV program although, again, a significant issue would be to also tackle the so-called "lean-NO_x" problem; that is, to find a new catalyst technology to enable NO_x reduction under lean-burn conditions.

Fortuitously, just a few years earlier [2] there had been very exciting reports of excellent reactivity of Cu/ZSM-5 catalysts for NO_x decomposition ($2\text{NO} \rightarrow \text{N}_2 + \text{O}_2$) as well as for hydrocarbon selective catalytic reduction of NO_x (HC-SCR: $\text{HC} + \text{NO} + \text{O}_2 \rightarrow \text{H}_2\text{O} + \text{CO}_2 + \text{N}_2$) under a range of lean-burn conditions that could provide for significantly higher vehicle fuel efficiencies. While metal/zeolite catalyzed NO decomposition was soon discarded as an option due to insufficient NO removal rates, HC-SCR and later NH₃-SCR (selective catalytic reduction of NO_x using ammonia as the reductant) over Cu- (and Fe)/ZSM-5 catalysts became a topic of considerable research interest. Unfortunately, over time the issue of hydrothermal stability of the ZSM-5 zeolite was realized to be a 'show-stopper' for this catalyst in practical vehicle exhaust conditions, where high temperature excursions with significant concentrations of water vapor are commonly encountered. For this reason, the focus for NH₃-SCR catalyst development (hydrocarbons as a reductant – i.e., HC-SCR – was also shown to provide insufficient performance) turned to Cu/beta formulations, beta zeolites providing significantly improved hydrothermal stability relative to ZSM-5.

Ítem de noticias

CONFERENCE SHOWCASE

Reinforced Plastics • Volume 63, Number 2 • March/April 2019

clean infusion moulding and high temperature comingled reinforced thermoplastic moulding.

Reusables are now well established as a viable alternative to single use consumables and visitors will have a unique opportunity to see for themselves how

they too can save money and save the planet! Also on display, actual production membranes which have been reused over 1200 times without need of maintenance (Figure 1).

Note 1. The reusable vacuum membrane technology was used to mould ICE

train flooring and was 2018 innovation award winners along with partners Saertex and SMT Germany in the AVK Composites Europe show and the Korean JEC show last November.

www.alanharpercomposites.com

0034-3617/http://dx.doi.org/10.1016/j.repl.2019.02.003

CONFERENCE SHOWCASE

Anisoprint introduces a new way of composite materials manufacturing



The technology company will present the anisoprinting robotic solution for manufacturing of dual-matrix composite parts 3D reinforced with continuous fiber at the JEC World international composites show.

Luxembourg/ Paris, 12th March 2019 – The Luxembourg-based company Anisoprint will present its innovative robotic solution with Anisoprint print head at the current JEC World international composites show in Paris. The Anisoprint robotic system with Anisoprint print head is capable of producing 3D reinforced functional parts from high-grade composite materials. The robotic solution, as well as other innovations of the company, will be presented at Stand S82 located in Hall 5 at the JEC World international composites show from 12th to 14th of March 2019.

The development is based on the patented technology of coextrusion of a continuous composite reinforcing fiber with a thermoplastic polymer and makes it possible to manufacture products from a material that is not inferior to powdered metals in terms of strength and rigidity. High physico mechanical characteristics

of the material are ensured due to the large volume fraction of reinforcing fibers in the material, good adhesion between the binder and fibers, straightness and continuity of the fibers, reliable impregnation, and a number of other conditions.

The Robotic solution with patented dual-nozzle print head makes it possible to fabricate a wide range of industrial-grade functional parts with composite materials. Depending on the task, the customer can choose between different commercial 3D printing plastics – PA, PETG, PP, PC, PLA, ABS, PEI, PS, PPSU, PEEK or other alternatives. The resulting material is 3D reinforced with Anisoprint CCF material, that are 5 times stronger than steel, making it up to 25 times stronger than pure plastic. The anisoprint print head can be installed on various robotic systems at the client's request and controlled by the special anisoprinting CAM software.

Compared to conventional manufacturing methods such as milling, casting or forging, the Anisoprinting technology provides much faster and more flexible fully-automated production, that does not require special skills or extra tooling, at a much better price than the most of metal 3D-printing technologies.

The technology finds its applications in the aerospace and automotive industries, spare parts, manufacturing tools, jigs and fixtures, robotics, sports, healthcare and R&D. The use of the anisoprinting approach for manufacturing of functional parts gives up to 5 times weight savings compared traditional technologies, speeding up the process and lowering the price of the small batch production.

"We at Anisoprint are the team of scientists and engineers, unified by the common vision of a new industrial manufacturing technology, which will allow to benefit from all the unique properties of composite materials. I am convinced that composites will become the new material of the 21st century, fully unlocking its unbounded potential. These materials, having directional properties by their nature, allow us to optimize not only the shape of the part, but it's internal structure, focusing the material properties in the right direction. Look how the evolution creates its structural materials – from tree trunks to bones, all of these materials have directional properties – anisotropy." explains Fedor Antonov, the CEO of Anisoprint.

www.anisoprint.com

0034-3617/http://dx.doi.org/10.1016/j.repl.2019.02.004

Un informe sobre patentes recientemente desarrolladas

Patent Report

New indicator of temporary defrosting in frozen products operates by melting ice in device producing permanent colour change

Rochelle A
FR-2656092; 21 June 1991

A new device which indicates whether a frozen product has been continuously maintained below 0°C is claimed. The device consists of a waterproof transparent plastic envelope containing a glass ampoule full of water and a colorimetric moisture detector. When the product is frozen the ampoule breaks as the water freezes. Whilst the temperature is below 0°C the moisture detector is colourless, but if the temperature rises above 0°C the indicator turns to dark red as the ice melts. Refreezing has no effect on the indicator colour. Dried silica gel impregnated with vanadium pentoxide may be used and changes from colourless to dark red on contact with water. 043

X-ray inspection device has compensating plate conforming to shape of substrate between X-ray irradiating part and photographic part

Hitachi Plant Eng. Const.
JP-3176606; 31 July 1991

In a foreign matter inspecting device, a compensating plate in a shape conforming to that of a substance to be inspected is located between an X-ray irradiating part and a photographing part. The intensity of X-rays after transmission through the compensating plate and the substance to be inspected is uniform throughout the whole surface of the photographing part. 044

Improving quality of water or liquid brewed foods by subjecting to low frequency vibrations

Bodysonic KK
EP-469585; 5 February 1992

The quality of water or a liquid brewed food is improved by placing it in a container subjected to vibration. The vibrations are of low frequency, e.g. those of musical signals. Preferably the vibrations are generated using electro-mechanical transducers. 045

Sterilization by high voltage pulse by impressing intermittent high voltage on to surface of bacteria infested liquid

House Shokuhinkogy
JP-3178661; 2 August 1991

Inspection zone for detecting pits in stoned fruit measured transmittance and reflectance of IR beams directed onto fruit

Stroman R
US-5077477; 31 December 1991

A fruit is passed through an inspection zone across which a first and an opposed second series of parallel beams of light are directed. The first and second series are alternated. The beams pass through the fruit and the intensity of the transmitted and reflected beams are sequentially sensed. The sensed data is processed to determine the light transmittance and the reflectance characteristics of the fruit. The presence of a pit, defect or other abnormality can be detected. 048

Determination of protein content in grain and legume seeds involves extraction of endosperm with ethanol, addition of acetone solution of ninhydrin, boiling, cooling and colorimetry or photometry

Kish Agric. Inst.
SU-1597700; 7 October 1990

Protein content in grain and legume seeds is determined more efficiently by taking 20–40 mg sample of endosperm from the sprouted plant and extracting it with 2.5–3.5 ml of 70–80% ethanol. Then 0.06–0.24% ninhydrin is added in form of acetic solution. Boiling and cooling is followed by photometric measurement of the violet colour intensity or by direct comparison with a standard. 049

Retaining freshness of fruit, flowers, etc. with porous material impregnated with water absorbing polymer emulsion and drying

Nippon Shokubai Co Ltd
JP-3176333; 31 July 1991 050

Package for fruit and/or vegetables comprises composite film bag comprising multilayer composite layer formulated around polyolefin resin

Toyobo KK
JP-1023332; 28 March 1991 051

Controlling coordinated multi-evaporation stages by maintaining liquid level with float-controlled discharge apertures in floor of each stage

Krebs & Co. AG
CH-678280; 30 August 1991

Un informe que describe las pautas para un diagnóstico o tratamiento efectivo de una afección médica.

Fuente: ScienceDirect
Adaptación: Ítalo Sepúlveda Solari

Early Human Development 129 (2019) 81–83

Contents lists available at ScienceDirect

 **Early Human Development**

journal homepage: www.elsevier.com/locate/earlhumdev



Write a Scientific Paper (WASP) — What can I publish [1]? Types of studies 

<p>ARTICLE INFO</p> <p>Keywords: Research</p>	<p>ABSTRACT</p> <p>As an experienced writer, one is often asked the question “what can I publish” by younger and inexperienced colleagues who must publish. This paper will briefly review the reasons why academics publish and will then outline what kind of papers one may be able to publish with relative ease, using personal experience and citing first hand material as a practical guide. Potential authors must cultivate “a lean and hungry look” as competition from fellow writers is stiff, and editors are choosy. However, do take heart - if we, older colleagues did and can, you can too.</p>
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1. Introduction

As an experienced writer, one is perennially asked the question “what can I publish” by more junior and therefore less experienced colleagues. This paper will quickly overview the reasons why academics publish in the first instance, and will then review what kind of papers one may be able to publish with relative ease, using personal experience as a practical guide.

2. Motivations

A study had purportedly shown that the main reason to publish among researchers was self-reported as the dissemination of research (Table 1) [1]. This author is highly skeptical of these results and is firmly convinced that researchers perform research and write papers primarily to further their careers and to earn the admiration of their peers, preferably in a subject that continues to provide interest and challenge. Indeed, Ralph Alpher, the scientist who first formally proposed the Big Bang theory of cosmology, averred that

There are two reasons you do science. One is the altruistic feeling that maybe you can contribute to mankind's store of knowledge about the world ... The other and more personal thing is you want the approbation of your peers. Pure and simple ... You must enjoy and find satisfaction in the work you do every day, because you will not receive frequent rewards or pats on the back [2].

This then leads us to the initial question, what can be published? Scientific publications are hierarchical in importance, with increasing difficulty in creation and publication. Starting to publish is not easy, and in medicine, it is useful to have one's name in PubMed, the National Institutes of Health database, as editors who receive your publication

3. Case report

The case report is literally an anecdote and is not only unpopular with journals, but also a format that is being outright refused for consideration by many journals. However, it is a short narrative that is easier for the beginner to write and may be a good platform to take off from. A consultant, a senior colleague in charge of the case, may be roped in to help. In order to be published, a case report must perforce allude to something rare, or an unusual combination. For example, this author had noted a case of William's syndrome who had isolated right ventricular infundibular outflow tract obstruction. William's syndrome is associated with a plethora of cardiac problems but not with this particular one. When advice was sought from a world expert cardiac morphologist (Professor Robert Anderson – personal communication), his reply was “are you sure??”, confirming the validity of publishing this as a case report [3].

4. Very small series

A small series of patients may also be published, even if the common condition in question is known but one must have the correct “hook” or which to hang the paper. For example, the transcatheter closure of patent foramen ovale is a well-established procedure for v

Una revisión de un producto (por ejemplo, una revisión de software, hardware, productos médicos, etc.)

NEWS

Metal Powder Report • Volume 70, Number 3 • May/June 2015

engine program will help contribute to a lighter, quieter and more fuel efficient aircraft engine that emits up to 16% less carbon than its predecessor, the CFM56.

Prestigious development

'Being involved in one of the industry's most prestigious engine development programs is an exciting opportunity for us. It is also an acknowledgment that our collaborative approach to technology development supports



LEAP is a next-generation aircraft engine being designed and developed with a focus on improving fuel consumption and reducing emissions and noise levels. Photo: Jordan Tan/Shutterstock.com.

the industry's focus on reducing emissions,' said Patrick Tong, president, specialty business.

LEAP is a next-generation aircraft engine being designed and developed with a focus on improving fuel consumption and reducing emissions and noise levels. Variations of the LEAP engine will equip the Airbus A320neo, Boeing 737 MAX and COMAC C919 aircrafts.

SKF; www.skf.com

NEWS

Thermal spray market to grow by 8.13%

A new report suggests there will be increased demand for thermal spray technology over the next four years, with the market growing at a CAGR of 8.13% between 2014 and 2019.

Thermal spraying is a process of coating melted metallic or non-metallic materials

on the surface. Materials are melted in rod, wire, or powder form. They usually form a thick coating over the applied materials. Flame, arc, plasma, high-velocity oxy-fuel coating, detonation, cold, and laser sprays are the different types

of thermal sprays present in the market. Growth in the market may be due to the advantages associated with the usage of thermal spray, such as flexibility and reliability.

Infiniti Research; www.infiniti-research.com

EPMA launches new hardmetal project

The European Powder Metallurgy Association (EPMA) is launching a new club project entitled Micro-mechanical Testing: A Quantitative Method for Measuring Local Mechanical Properties in Hardmetals in partnership with CEIT San Sebastian, NPL London and UPC Barcelona.

The proposed project is an exploratory study to assess the ability of micro sample testing to measure mechanical properties of hardmetals at the local scale. The project will cover the behaviour of individual features such as WC grains, WC-WC interfaces and the binder. Micro samples of different geometries (beams, pillars) will be machined using

a focused ion beam (FIB) and tested with a nanoindenter system to measure force-displacement information.

This project is the first stage of a program aimed at the development of robust metrology for the mechanical characterisation of key microstructural features in hardmetals.

Huge potential

'The potential of this project is huge within the hard materials community, as the results obtained from this study could unlock the potential of better understanding of mechanical properties of the different phases and interfaces in hardmetal

components,' said EPMA's technical director Dr. Olivier Coube.

The research will be coordinated by CEIT and will be partially co-funded by NPL, with the overall cost to be split between a minimum of four industrial project partners. The project is planned to start in the next few months, with the project being planned to be eight months long.

The project is open both EPMA Members and Non-Members alike (special conditions apply for Non-Members), with a full description of the project available at the EPMA website.

EPMA; www.epma.com

Una réplica de un estudio científico



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Research Policy

journal homepage: www.elsevier.com/locate/respol



Replication studies in economics—How many and which papers are chosen for replication, and why?★



Frank Mueller-Langer^{a,b,*}, Benedikt Fecher^{c,d}, Dietmar Harhoff^b, Gert G. Wagner^{c,d,e}

^a European Commission, Joint Research Centre, Digital Economy Unit, Spain

^b Max Planck Institute for Innovation and Competition, Germany

^c Alexander von Humboldt Institute for Internet and Society, Germany

^d German Institute for Economic Research (DIW Berlin), Germany

^e Max Planck Institute for Human Development, Germany

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ABSTRACT

We investigate how often replication studies are published in empirical economics and what types of journal articles are replicated. We find that between 1974 and 2014 0.1% of publications in the top 50 economics journals were replication studies. We consider the results of published formal replication studies (whether they are negating or reinforcing) and their extent: Narrow replication studies are typically devoted to mere replication of prior work, while scientific replication studies provide a broader analysis. We find evidence that higher-impact articles and articles by authors from leading institutions are more likely to be replicated, whereas the replication probability is lower for articles that appeared in top 5 economics journals. Our analysis also suggests that mandatory data disclosure policies may have a positive effect on the incidence of replication.

1. Introduction

Scientific research plays an important role in the advancement of technologies and the fostering of economic growth (Dasgupta and David, 1994; Dosi, 1988; Murray et al., 2016; Romer, 1986; Sorenson and Fleming, 2004; Stephan, 1996). Hence, the production of thorough and reliable scientific results is crucial from a social welfare and (science) policy perspective (Furman et al., 2012; Kiri et al., 2018; Lacetera and Zirulia, 2011; Stephan, 2012).

However, in times of increasing retractions and frequent instances of scientific fraud and misconduct, scientific quality assurance mechanisms are subject to a high level of scrutiny (McNutt, 2014; Steen et al., 2013; Lacetera and Zirulia, 2011; Cokol et al., 2008). Therefore, formal published replication studies and informal replication can be seen as important post-publication quality checks in addition to the established pre-publication peer review process (Coffman et al., 2017; Coffman and Niederle, 2015). Replicability has been described as an ideal standard of good scientific practice

(Popper, 1959; Jasny et al., 2011; Campbell and Stanley, 1963). Maintaining this ideal standard becomes even more important in light of the increase in publications and growing demand from publishers, funding bodies, and policy makers to make research more transparent (European Commission, 2012, 2016). Increasingly powerful research infrastructures to support these demands, e.g., services that host data and code, reinforce this dynamic (Bohannon, 2015; Hoeffler, 2017).

While issues regarding the replicability of scientific research have been reported in multiple scientific fields including economics (Anderson et al., 2008; Dewald et al., 1986; Camerer et al., 2016), systematic empirical evidence of the incidence of replication studies in economics and their determinants is scarce.¹ Considering the relevance and influence of economic research beyond academia—in a field like evidence-based policy making, for instance—as well as the increasing impact (measured by extramural citations) of empirical economic research on other scientific disciplines (Angrist et al., 2017), there is a particular need to explore and underst-

Un informe breve o un anuncio de investigación, que generalmente reclama ciertos resultados, aparece con muchos nombres, como documentos de cartas, notas preliminares, etc.



Fuente: ScienceDirect
Adaptación: Ítalo Sepúlveda Solari

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End of the day, who is benefited by Lean Manufacturing? A dilemma of communication and pricing in buyer-supplier relationship 

A.S.M.Touhidul Islam
Universiti Malaysia PAHANG, Faculty of Industrial Management, Malaysia

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ABSTRACT

Retailers bring in lean programs to work closely with the process and people in suppliers' factories. Primarily, factory considers these programs highly advantageous and jumps in, as the programs are free of cost. The communication among buyers and suppliers improves a lot. But when the processes are improved and costs are reduced; the buyer comes with lower product price proposal and the suppliers are shocked and demoralized for further collaboration in any improvement initiatives. The author, as a the-then lean champion in a world class multi national apparel manufacturing company, has experienced this dilemma and proposed with a practical solution.

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1. Introduction

Buyers like Walmart sells everything at low prices customers almost take for granted [2] and thus hopes to keep other retailers such as 'Target' away in competition [8]. Additionally, due to high pressure from various sources, Walmart had to change its HR strategy to improve employee wages and their working conditions to uplift its image in the market and still retain a large part of its profit. Hence it puts continuous pressure on suppliers in order to be a retail powerhouse, bargains for very low prices from the suppliers and pass these profits to the customers in the form of lower prices [9].

Some buyers develop suppliers to increase performance to meet buyers' own objectives [4] where a broad range of functional areas participates, and a cooperative buyer-supplier relationship is built over an extended period of time [13]. This relationship can be positively related to the degree of cooperation and communication among them [6]. In fact, with the establishment of higher degree of trust, the level of communication, cooperation, and coordination are expected to be increased [1]. Also, communication management is an important part of lean thinking [12]. Here, communication

In the name of lean program to enhance skill and delivering knowledge, giant retailers like Walmart, Tesco etc. have been in close communication with the process and people in suppliers' organization. Primarily, factory management considers these programs advantageous and jumps in, especially for the reason of free of cost. Suppliers dedicate some team members to gather knowledge from experts assigned from the buyers' side. Exchange of issues, views and ideas happens a lot. After a pilot run of advanced concepts, tools and techniques, when the industry finds good results, the proliferation is done investing resources and sacrificing productive hours for a significant period of time. All these have been done with a hope to make more profit margins at the end of the journey. But then and there the conflict of interests arises to gain the fair share of profit margins.

Buyers being in the middle of customers and suppliers have more supply chain power. Especially, they dominate suppliers a lot regarding pricing of goods. For customers, as the prices are fixed, there is no room for bargaining but choice only. Whereas buyers negotiate a lot with suppliers and there are lots of options and factories solely depend on key retailers. Hence it is quite

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Software Paper

New software tools for creating stated choice experimental designs efficient for regret minimisation and utility maximisation decision rules 

Sander van Cranenburgh^{a,*}, Andrew T. Collins^b

^a Delft University of Technology, Faculty of Technology, Policy & Management, Transport and Logistics Group, the Netherlands
^b Institute of Transport and Logistics Studies (ITLS), The University of Sydney Business School, The University of Sydney, NSW, Australia

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ABSTRACT

At the time of creating an experimental design for a stated choice experiment, the analyst often does not precisely know which model, or decision rule, he or she will estimate once the data are collected. This paper presents two new software tools for creating stated choice experimental designs that are simultaneously efficient for regret minimisation and utility maximisation decision rules. The first software tool is a lean, easy-to-use and free-of-charge experimental design tool, which is dedicated to creating designs that incorporate regret minimisation and utility maximisation decision rules. The second tool constitutes a newly developed extension of Ngene – a widely used and richly featured software tool for the generation of experimental designs. To facilitate the use of the new software tools, this paper presents clear worked examples. It focusses on practical issues encountered when generating such decision rule robust designs, such as how to obtain priors and how to deal with alternative specific parameters. Furthermore, we analyse the robustness of the designs that we created using the new software tools. Our results provide evidence that designs optimised for one decision rule can be inefficient for another – highlighting the added value of decision rule robust designs.

1. Introduction

Stated Choice (SC) experiments are widely used to acquire understanding of choice behaviour in a variety of research fields, including but not limited to transportation, marketing, and health and environmental economics (Louviere et al., 2000; Street and Burgess, 2007; Rose and Bliemer, 2009; de Bekker-Grob et al., 2012). In SC experiments respondents are presented with choice tasks involving two or more hypothetical alternatives, which are described by a set of attributes and attribute levels. Respondents are asked to assess the alternatives and make a choice, typically of their most preferred alternative. Prior to the SC experiment the analyst creates the experimental design, which involves allocating attribute levels to the alternatives of each choice task. There are different approaches to generate experimental designs, of which so-called efficient designs are most common at present. Efficient designs aim to maximise the information obtained from the SC data, resulting in more reliable parameter estimates for a given number of observations (Rose and Bliemer, 2009; Kessels et al., 2011).

To date, research and software for experimental design have almost exclusively been based on the (often implicit) assumption that decision-makers make choices using a (linear-additive) Random Utility Maximisation (RUM) decision rule. However, a gr

Un elemento de publicación cuyo contenido principal es un video acompañado de una descripción de ese video



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Laparoscopic anatomical S7 segmentectomy by the intrahepatic glissonian approach

Sungho Kim^a, Ho-Seong Han^{b,*}, Jonathan G. Sham^c, Yoo-Seok Yoon^b, Jai Young Cho^b

^a Department of Surgery, Korea University Medical Center Ansan Hospital, Ansan, Republic of Korea

^b Department of Surgery, Seoul National University Bundang Hospital, Seoul National University College of Medicine, Seoul, Republic of Korea

^c Department of Surgery, Johns Hopkins University School of Medicine, Baltimore, MD, USA

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ABSTRACT

Background: Laparoscopic anatomical liver resection for posterosuperior lesions is challenging [1,2] A technique of anatomical liver resection with intrahepatic Glissonian approach in open surgery has been published [3]. However, few articles report this technique via the laparoscopic approach [4]. We report a case of laparoscopic anatomical S7 segmentectomy using the Glissonian pedicle approach.

Video: A 76-year-old male was admitted for an incidentally detected hepatic mass in segment 7 (S7). Abdominal computed tomography (CT) showed a 5.5 cm solitary tumor. First, the major Glissonian pedicle of the right posterior section was dissected, followed by hepatic parenchymal dissection peripherally until the branches of the Glissonian pedicles of segment 6 and 7 were reached. The S7 Glissonian pedicle was temporarily clamped to confirm demarcation. Dissection was then performed until the right hepatic vein (RHV) was exposed. Further dissection was then continued along the RHV, up to its root.

Results: Operative time was 330 minutes. The estimated intraoperative blood loss was 300 mL without a requirement for intraoperative transfusion. On postoperative day 4, the abdominal CT was performed, which revealed no abnormal findings. The patient was discharged on postoperative day 5 without any complications. Pathologic findings demonstrated a 5.2 × 3.8 × 3.1 cm hepatocellular carcinoma (pT1b) with a 2.8-cm tumor-free resection margin.

Conclusion: Laparoscopic anatomical S7 segmentectomy via the intrahepatic Glissonian approach is a technically demanding procedure and should be adopted for selected patients. However, this technique is feasible with careful dissection and control of the intrahepatic Glissonian pedicle.

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