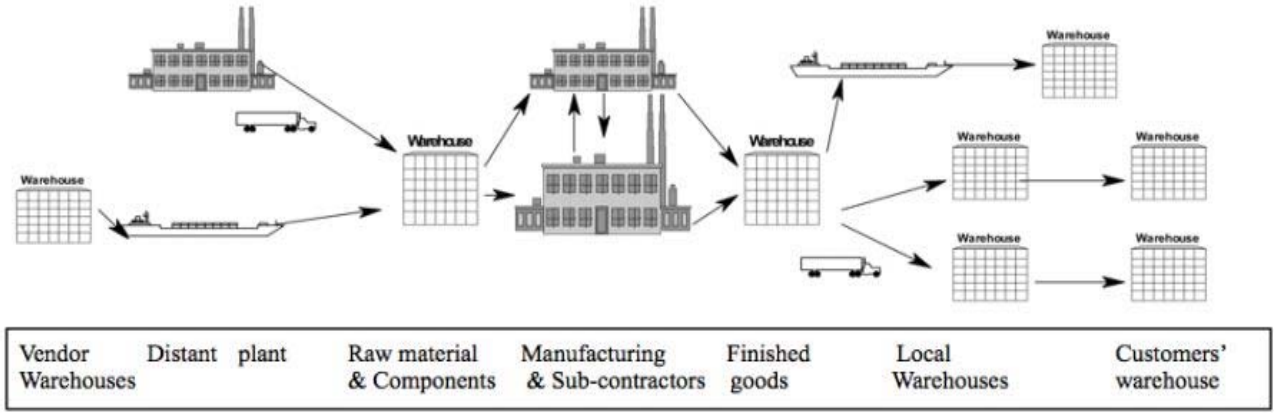
Bureau Léonard

Goldratt Implementation Group

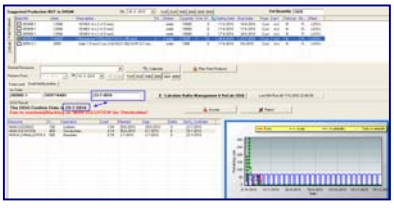
C&DS = Control & Decision Support.

Supports your TOC*-based decisions.
One and the same logic to ***synchronize*** your global supply-chain.

	Purchase	Produce	Deliver
Plan	How to protect against vendor constraints? ***Optimal inventory Levels.***	How to exploit my production constraints? ***Finite Capacity planning.***	How to protect deliveries? ***Synchronizing Local & Central warehouses.***
Execute (Do)	How much to buy? By what date? ***Pipeline control.***	What to start? What to produce next? ***Shop-floor priorities.***	How much to ship today, To-morrow? ***Shipment priorities.***
Control (Check)	One and the same priority system: Buffer Management		
Improve (Act)	One and the same integrated continuous improvement system: POOGI ** Focus on 'Throughput - constraints'		



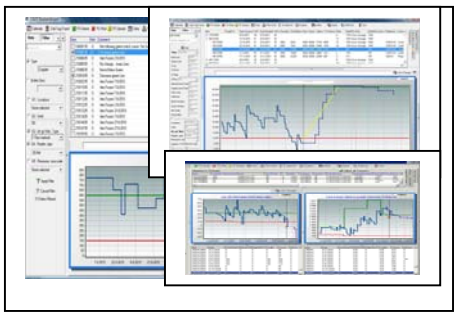
Each operational function has the appropriate view on his own area of responsibility but the signals are driven by the global performance. C&DS makes the difference between: 'So many problems' and the few throughput constraints! C&DS is also the most accurate on-line MIS*** for your operations.



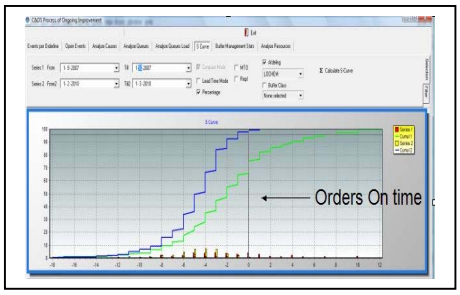
* TOC = Theory of Constraints.
** POOGI = TOC Process Of On-Going Improvement.
*** MIS = Management Information Systemm.

TOC for operations is about **focusing** on the right Throughput Constraints. . C&DS provides decision views for all the functions in operations, based on one and the same logic.

Finite capacity planning is a necessary tool for making operational decisions. It starts by **due date quotation**. Every customer request can be checked before any commitment while taking in account the real operational constraints. (Capacity, Inventory, Quality, Specs).

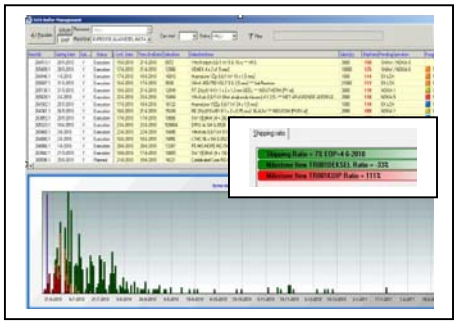


Optimal inventory levels are obtained by using specific TOC-replenishment algorithms. This technique is using dynamic corrections, pipeline control for long lead-times and a permanent monitoring of the (often changing) priorities. It generates the priorities for your purchase department, while the same logic is synchronizing the inventories between you central warehouse and the local ones.

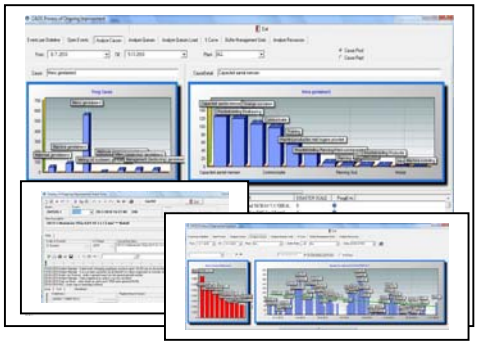


Performance measurements are coherent and embedded into the logic. Every decision-maker can have an on-line view on the actual performance and the reasons for deviation (See also POOGI)

A very high and **reliable due date performance** with minimal inventories is a regular result of steering your operations by C&DS.



Buffer Management is a unique TOC-technique that creates the necessary protection for the global chain while avoiding over-protection. The right signals are crucial for getting a smooth flow and this is why the build-in monitoring systems are so necessary to secure due-date performance. The same mechanism is used to drive priorities in execution that creates a coherent environment.



POOGI (The TOC-Process Of ON-Going Improvement) is not only the diagnostic tool but it soon becomes the on-line communication platform for operations. This avoids extra reports-after-the-facts that are mostly gathered in a different way while needing extra efforts and inputs. It includes cause reporting and automatically creates **Pareto analysis** for finding the most impacting causes. It avoids wasting time and effort by fighting symptoms and gives the right signals for emerging new constraints.
Your improvement process is now made un-avoidable.

FAQ. Frequently asked Questions about TOC and C&DS.

Is a finite capacity planning not sufficient for reaching the TOC-goals?

A finite capacity planning creates some useful information but the typical DBR or SDBR techniques, which are the basis for TOC-decisions, are mostly not available. For reaching the TOC objectives immunization against real-life instability is needed, which is not part of the regular finite capacity logic.

Is the APS – solution better?

Theoretically it is not impossible to get good results with an APS, but there are some very critical necessary conditions that must be fulfilled like: APS needs correct data, which is seldom the case; It also needs an environment that is sufficiently stable during the planning horizon, which is not at all our current reality, and it also needs coherent optimization criteria. In practice most trials have failed because one or more of the necessary conditions cannot be fulfilled.

Is C&DS another ERP-system?

No, C&DS is not doing ERP-jobs like: accounting, invoicing, payments, maintaining customer and vendor databases etc… C&DS is focusing on decision support for operations, which means that in most cases C&DS gets the available ERP-data in order to avoid double inputs.

We do not have correct data in our ERP, shouldn't we work on that issue before doing anything else?

Operations data like times-per-part, set-uptime and scrap-rates are changing all the time but reality learns that it is sufficient to have good-enough data for the critical resources. In the start-up phase the POOGI-module is used for monitoring where data have to be corrected and where not. This is another advantage of the embedded focusing techniques.

We have buffers in our production so, why don't we get the results?

Buffer management needs buffers on very specific locations and certainly not on each and every resource. The first function of buffers is to protect throughput, but this is not sufficient: the right views and signals are essential for steering the flow and synchronizing all decisions.

We already have continuous improvement programs, so why do we need POOGI?

The difference is FOCUS. The embedded diagnosis tool may reveal constraints with different nature: lack of capacity, skills, missing parts, quality issues or procedures. We need to know what is the impact of the common causes on our throughput or inventories: this is what POOGI supports.

How long does it take before reaching the first results?

The first results are reached after 3 to 5 months after technical installation if and only if at the same time the necessary know-how transfer and on-the-job training has been done. Installing software without the adapted implementation support has been proven to be a recipe for failure.

Note: This list is not yet complete. Feel free to send your specific questions.