Profitability with No Boundaries

Optimizing TOC, Lean, Six Sigma Results

Focus
Reduce Waste
Contain Variability

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STUDY—INVENTORY MANAGEMENT

Abstract

iTLS-O Model

Examples of Real-Life Constraints

CASE STUDY ELECTRONIC MANUFACTURING COMPANY

Initial Condition

iTLS in Action and Findings

Step 1—Mobilize and Focus

Steps 2 and 3—Decide How to Exploit the Constraint and Eliminate Sources of Waste in the Constraint

Step 4—Control Process Variability and Error in the Constraint

Step 5—Control Supporting Activities to the Constraint

Step 6—Remove the Constraint and Stabilize

Step 7—Reevaluate System Performance and Go after the Next Constraint

Going Forward

Summary

CASE STUDY—VALVE ASSEMBLY

Initial Conditions

Background

Step 1—Mobilize and Focus

Step 2—Decide How to Exploit the Constraint

Step 3—Eliminate Sources of Waste

Step 4—Control Process Variability

Step 5—Control Supporting Activities to the Constraint

Step 6—Remove the Constraint and Stabilize the Process

Step 7—Reevaluate the System

CASE STUDY—CELSO CALIA OF BRAZIL

Introduction

Our Model

The Votorantim Cases

Initial Condition

Step by Step

Step 1—Mobilize and Focus

Step 2—Identify and Exploit the Constraint (Drum)

Step 3—Eliminate Sources of Waste

Step 4—Control Process Variability

Step 5—Control Supporting Activities to the Drum

Step 6—Control Supporting Activities

Step 7—Reevaluate the System and Go After the Next Drum

Summary

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