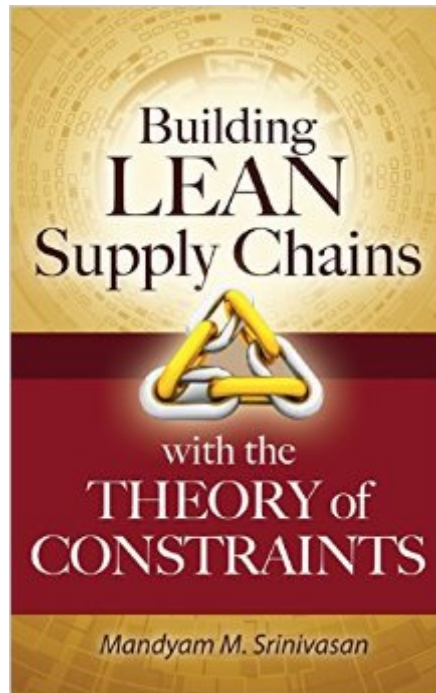


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# Building Lean Supply Chains With The Theory Of Constraints



## Synopsis

Innovative strategies for building and managing the supply chain using Lean and the Theory of Constraints (TOC) With an emphasis on systems thinking, *Building Lean Supply Chains with the Theory of Constraints* uniquely integrates TOC with Lean, illustrating how these two philosophies complement and reinforce each other to create the smooth flow of goods and services through the supply chain. The majority of the chapters draw on the tools and techniques of TOC, including throughput accounting, drum-buffer-rope, TOC in distribution and replenishment, the thinking process, and critical chain project management. All of these topics are presented in the context of building and managing a lean supply chain to achieve true bottom line results. Coverage includes:

- The lean supply chain roadmap
- Envisioning the lean supply chain: systems thinking
- Adopting a throughput world perspective
- Designing products and processes to fulfill customer needs
- Building a competitive operations strategy
- Partnering in the lean supply chain
- Streamlining the value stream
- Creating flow through the supply chain
- Managing projects the TOC way: critical chain project management

## Book Information

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## Customer Reviews

I was very fortunate 30 years ago while working for the Sunbeam Appliance Company as Director of Quality and Productivity, to be handed a copy of Eli Goldratt's original manuscript of the book "The Goal" for proof reading for grammar, spelling and understanding of the message. Little did I know

the success and positive impact that this book would have on American Industries, let alone my own career. The next major impact on breakthrough thinking in Manufacturing, beyond the days of TQM, JIT and Quality Circles, came my way just 6 years ago when I enrolled in and subsequently facilitated more than 12 waves of a 5-day "Lean Exec" course at the University of Tennessee Center for Executive Education in Knoxville, with each wave consisting of 25 Senior Leaders from the organization in which I am currently employed. Dr. Mandyam Srinivasan was the primary instructor for each of the 12 Waves. It has been 2 years since we completed that program, when I decided to read Dr. Srinivasan's latest book, "Building Lean Supply Chains with the Theory of Constraints". After reading it, I quickly realized that many of the topics covered in this book were covered in the 5-day "Lean Exec" course, which linked the concepts of Lean to Goldratt's book, "The Goal," and the Theory of Constraints. If The Goal was the fictional story on how to increase Throughput and reduce Inventory, then this book is the "Instruction Manual" on how to do it. And while the book title's reference to Supply Chain may lead someone to think it is a book applicable only to Materials Managers and Purchasing Managers this is far from the actual situation.

If we divide the number and importance of concepts, ideas, and methods discussed in this book by the operations research knowledge it requires, then this book stays first among all supply chain books. Therefore if your MBA students are not very strong in quantitative work, this is the book you need to adopt - you never regret it. If you are more on operations research side, you may add some LP/IP models from one of the other leading books. In any case all students in SCM, and operations management need to fully understand the 16 principles discussed in this book, and understand their points of departure and their depth and scope. When the book criticizes down-sizing and cost world perspective, it reminds me of the Tagore's quote "Emancipation from the bondage of the soil is no freedom for the tree." We will then have a journey from cost world to throughput world. Srinivasan explains where lean and 6 sigma needs to focus and how we can make them work. From a systems perspective we will see that a proposal/project is valuable only if it leads to an increase in throughput or reduction in operational expenses or inventories. Otherwise, the proposal/project is not worth implementation. Without this book, the lean and 6-sigma experts resemble Hindus and the elephant. Per Rumi's story Some Hindus have an elephant to show. No one here has ever seen an elephant. They bring it at night to a dark room. One by one, we go in the dark and come out saying how we experience the animal. One of us happens to touch the trunk. A water-pipe kind of creature. Another, the ear. A very strong, always moving back and forth, fan-animal. Another, the leg. I find it still, like a column on a temple. Another touches the curved back. A leathery throne. Another the

cleverest, feels the tusk.

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