

APPENDIX C

POOGL in Make-to-Order Manufacturers—S&T Step 4.11.6

Necessary Assumption	When the source of disruption to flow affects several work centers, accumulation of WIP cannot be used as an effective guide to the source of the disruption.
Strategy	Major sources for disruptions to flow are identified and prudently dealt with.
Parallel Assumptions	<p>Definitions:</p> <p>A disruption is a delay in the flow.</p> <p>Per each work order, delays accumulate.</p> <p>A non-trivial disruption is defined as one that causes a delay longer than one-tenth of the R-PLT (reliable production lead time).</p> <p>A disruption that endangers on-time delivery is a disruption that causes an order to reach the red zone.</p> <p>A major source of disruptions is a source that systematically creates disruptions that endanger on-time delivery.</p> <p>Most non-trivial disruptions are not, and do not contribute to, disruptions that endanger on-time delivery.</p> <p>Often, orders reach the red zone because of accumulation of non-trivial disruptions that occurred while the order was still in the green or yellow zones.</p>
Tactic	<p>The cause for each non-trivial disruption (the answer to the question, “What is the work order waiting for?”) is reported and stored in the general bank of disruptions.</p> <p>When the color of a work order is red, all corresponding disruptions to that work order are pulled from the general bank and are placed in the bank of disruptions that endanger on-time delivery.</p> <p>Once a period (e.g., weekly), a Pareto analysis on the relevant bank provides the data needed to pinpoint the major sources of disruptions that endanger on-time delivery.</p> <p>Cross-functional improvement teams are guided to take prudent actions to eliminate the major sources of disruptions that endanger on-time delivery.</p>

TABLE 25-C1 Strategy, Tactic, and Assumptions for Make to Order Manufacturer (Used by permission of Goldratt Consulting. © Goldratt Consulting. All rights reserved).

