

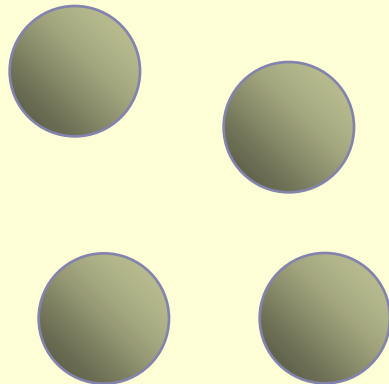
# Drum –Buffer-Rope

Skorkovský

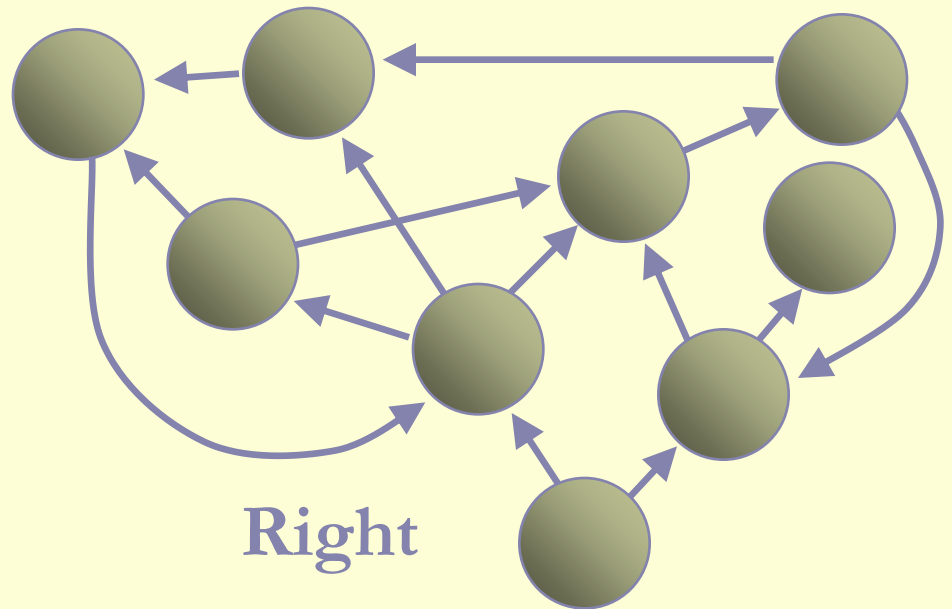
Based on : R. Holt, Ph.D., PE

# Traditional Approach: Divide and Conquer

- Division of Labor breaks down linkages complex systems into manageable chunks.
- Which is harder to manage? Left or Right?



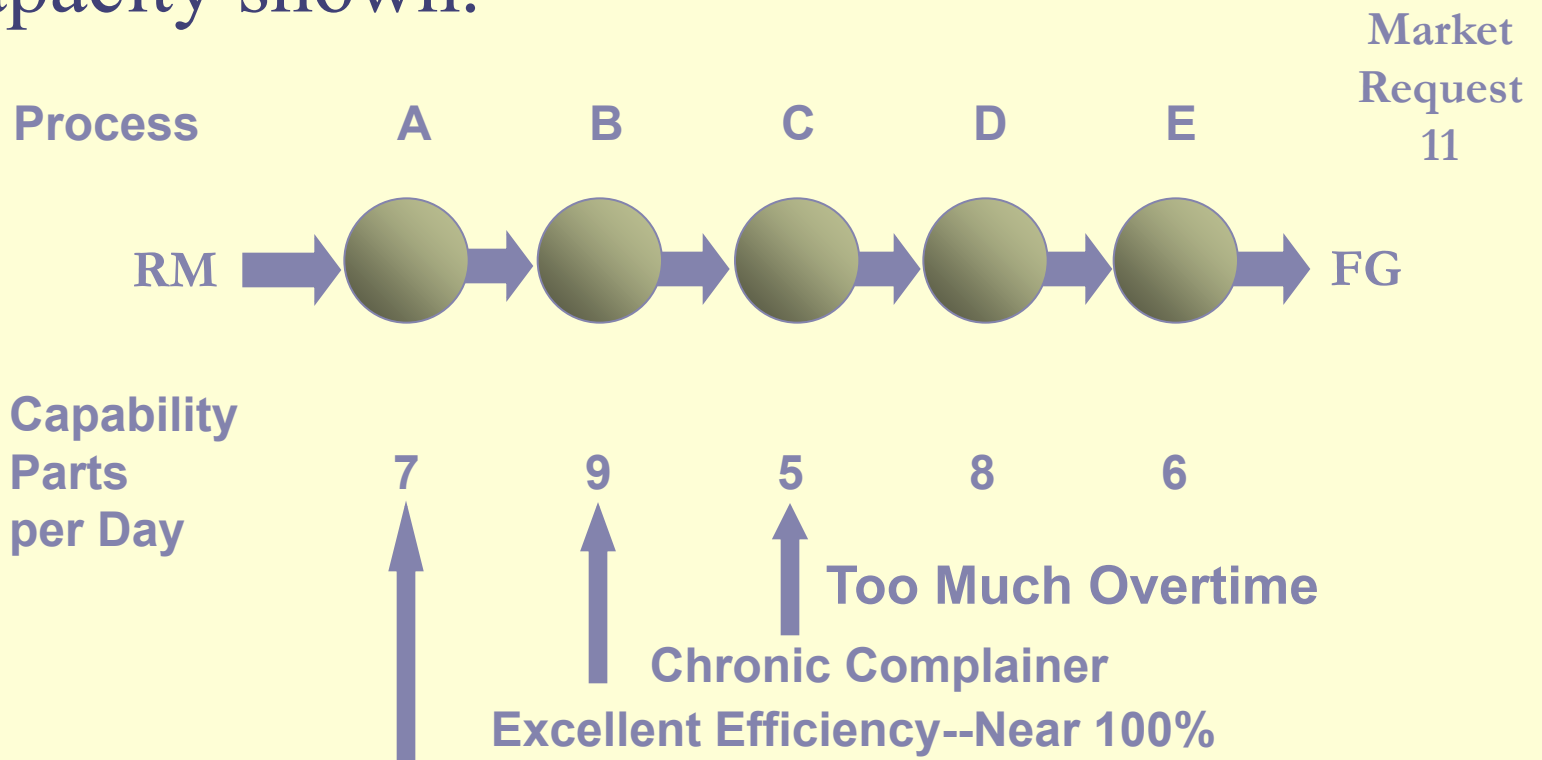
Left



Right

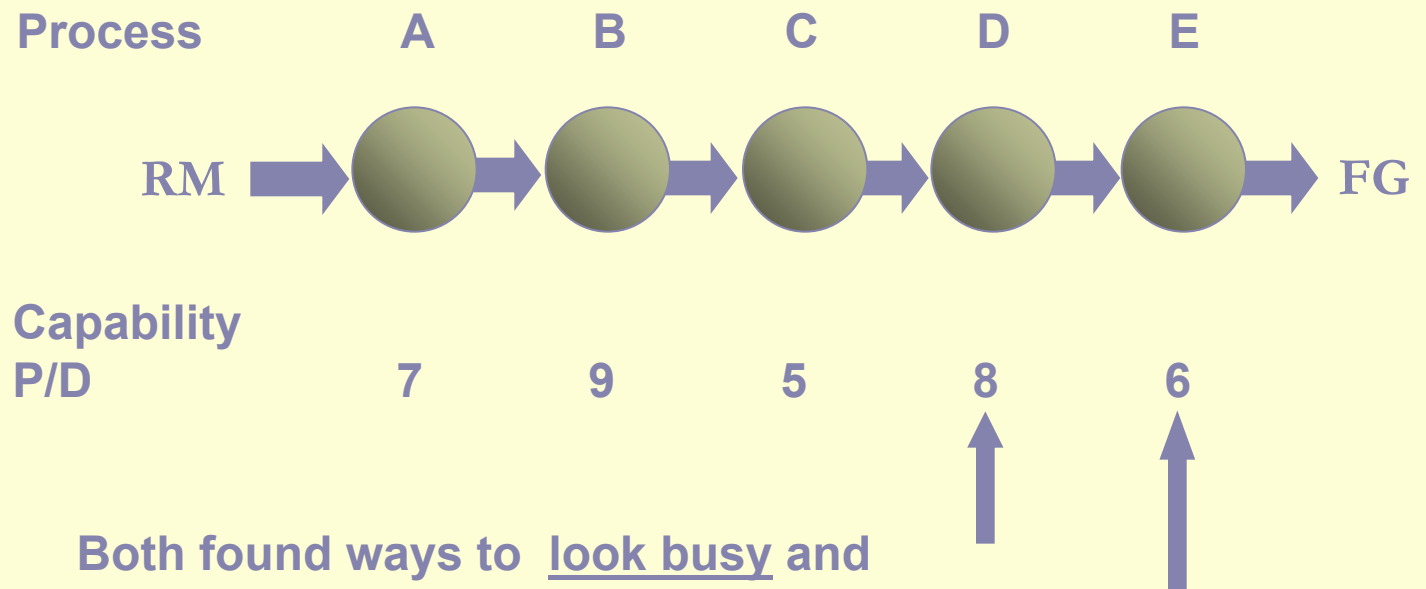
# We Measure Operational Efficiency

- Work flows from left to right through processes with capacity shown.



# Reward Based on Efficiency

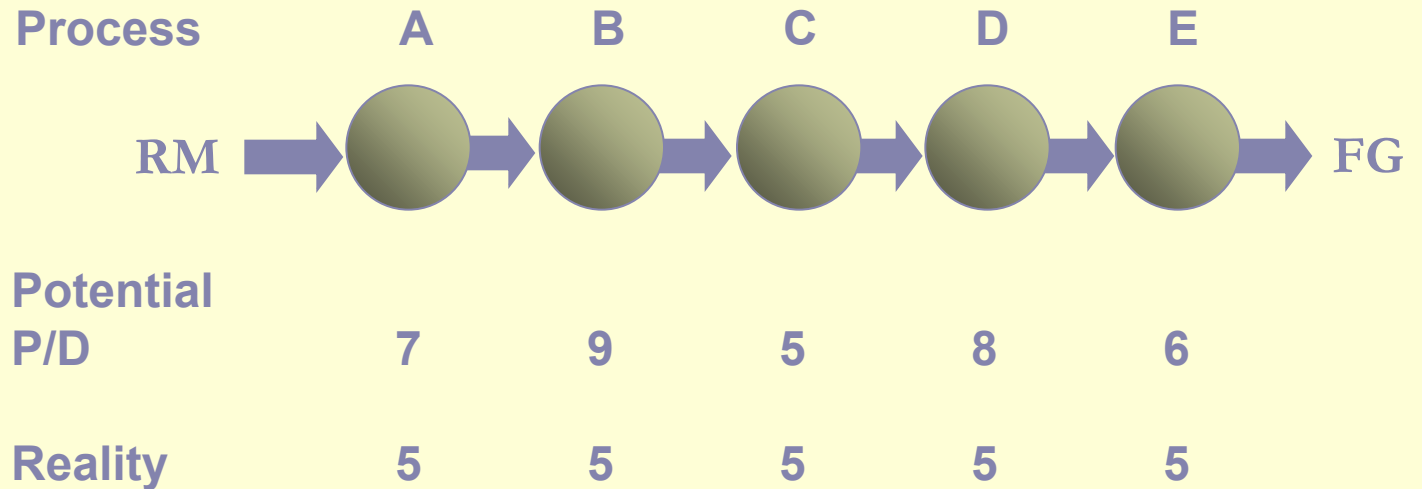
- Work flows from left to right.



Both found ways to look busy and appear to have a capacity of 5 parts/day.

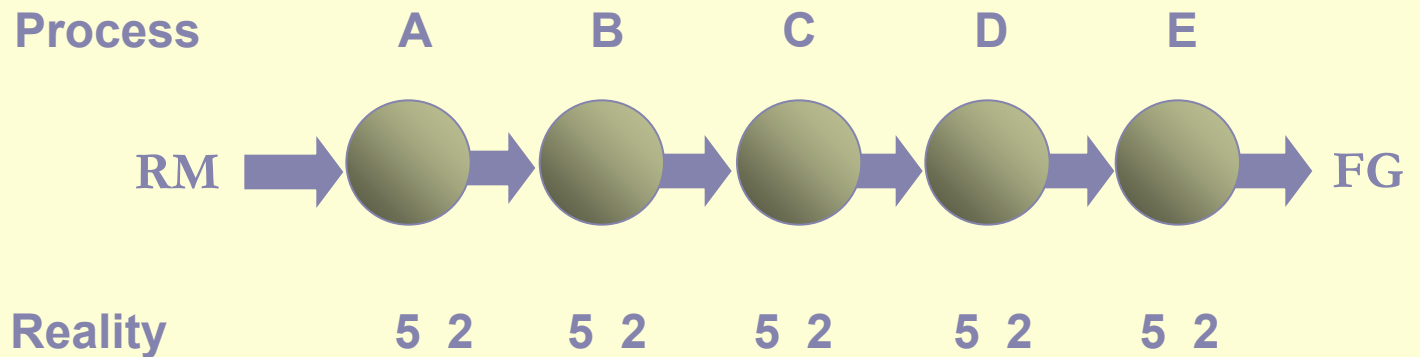
# In reality...

- Processes A and B won't produce more than Process C for long.



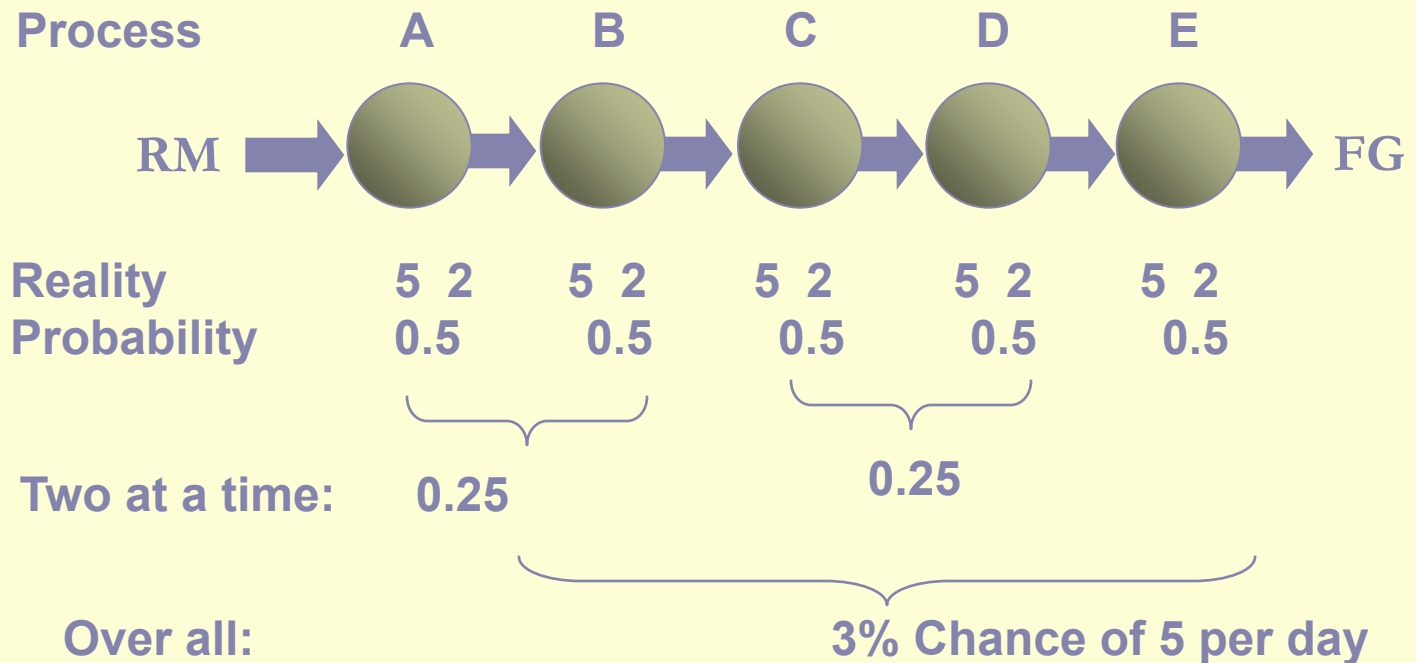
# Then Variability Sets In

- Processing times are just  
AVERAGE Estimates



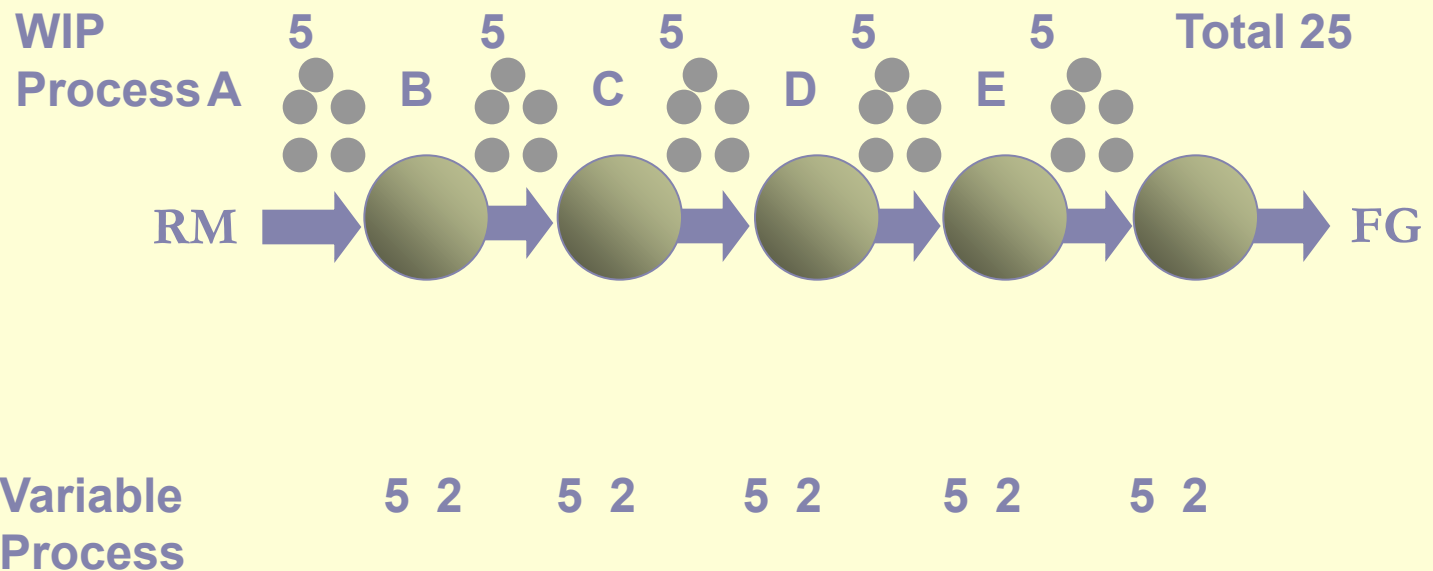
# What's an Average? 50%

- Half the time there are 5 or more per day at each process--Half the time less



# Previous Solution: Inventory

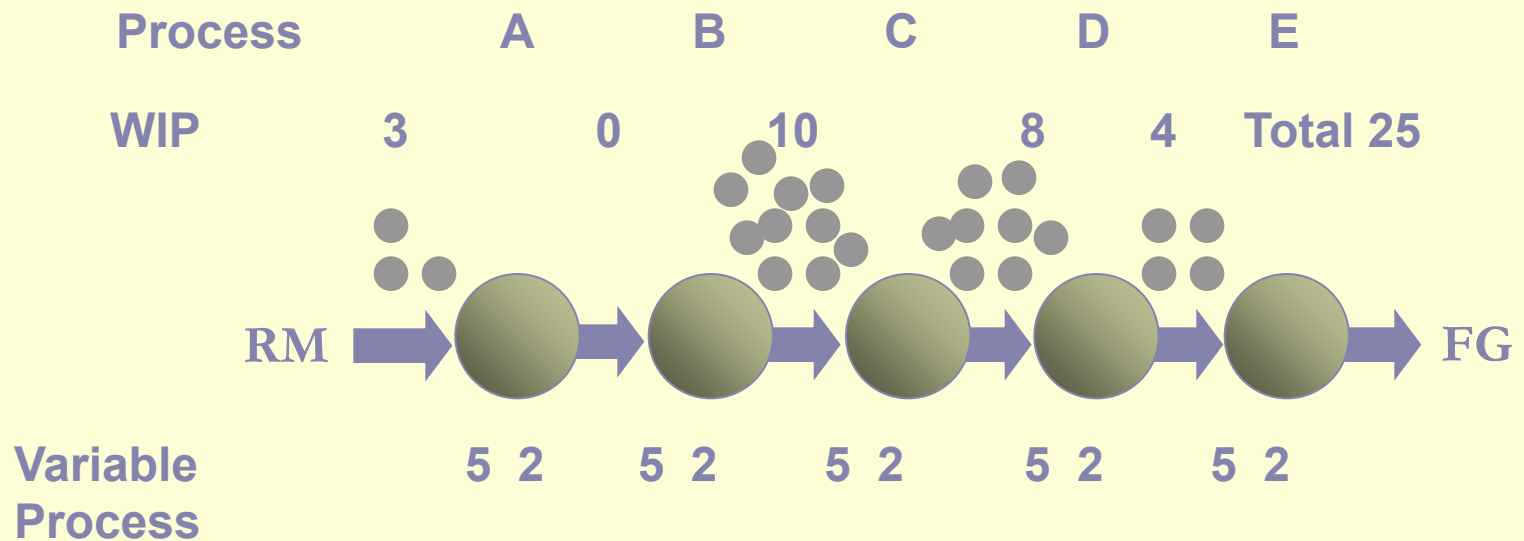
- Put a day of inventory at each process!





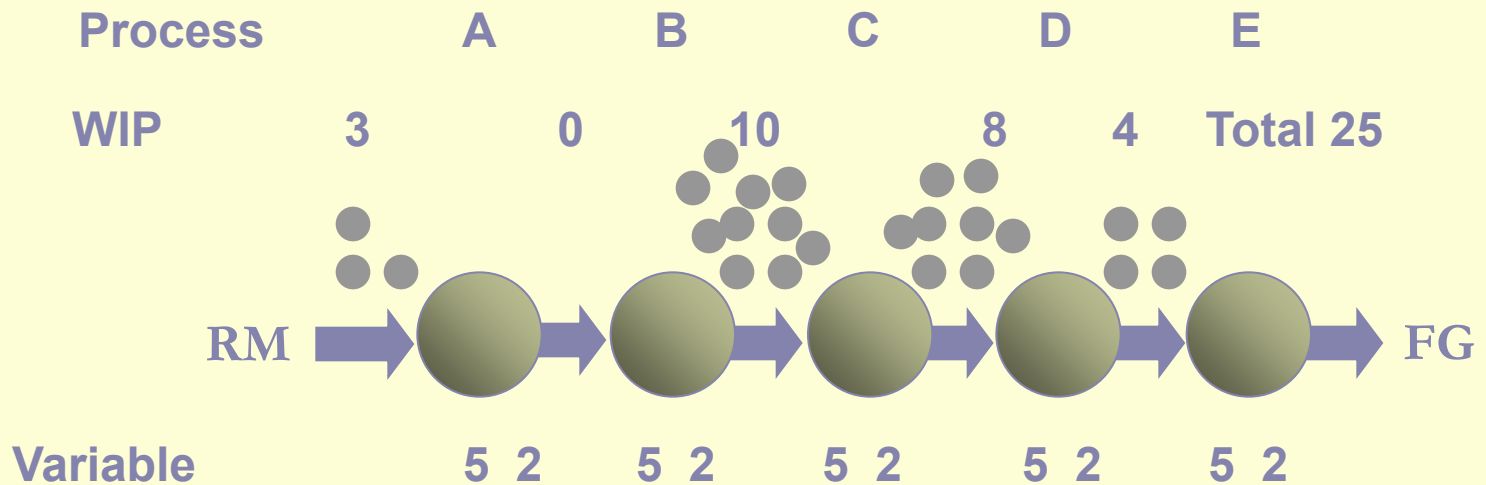
# System Variability Takes Over--Chaos

Inventory (WIP) quickly shifts position.  
Inventory manager/expediter tries to smooth it out.  
Distribution problems result. Costs go up.



# System Variability Takes Over--Chaos

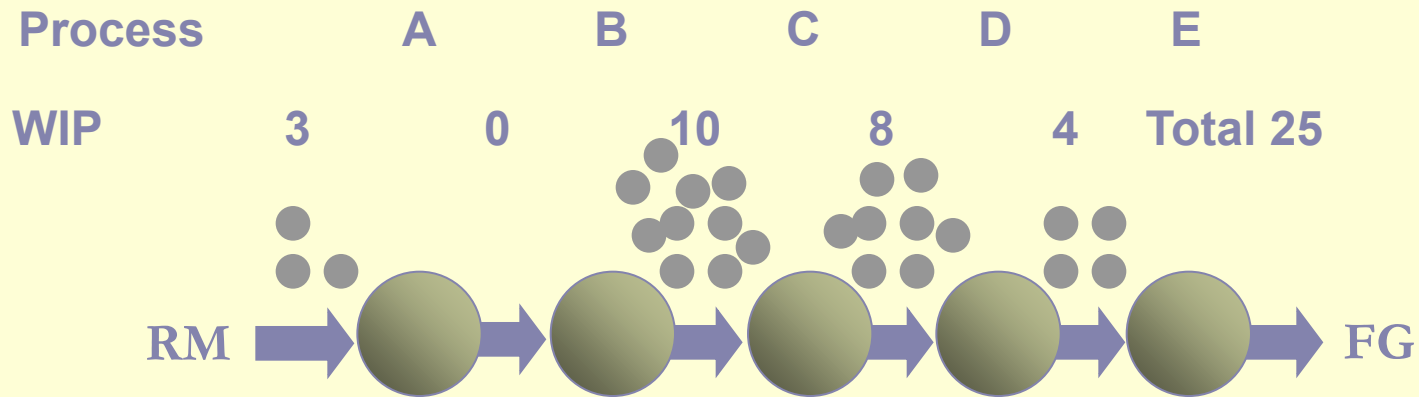
An Average of 5 means sometimes 3 and some times 7



Process

Shifting work-in-process creates large queues at some locations. This makes work wait longer to be processed.

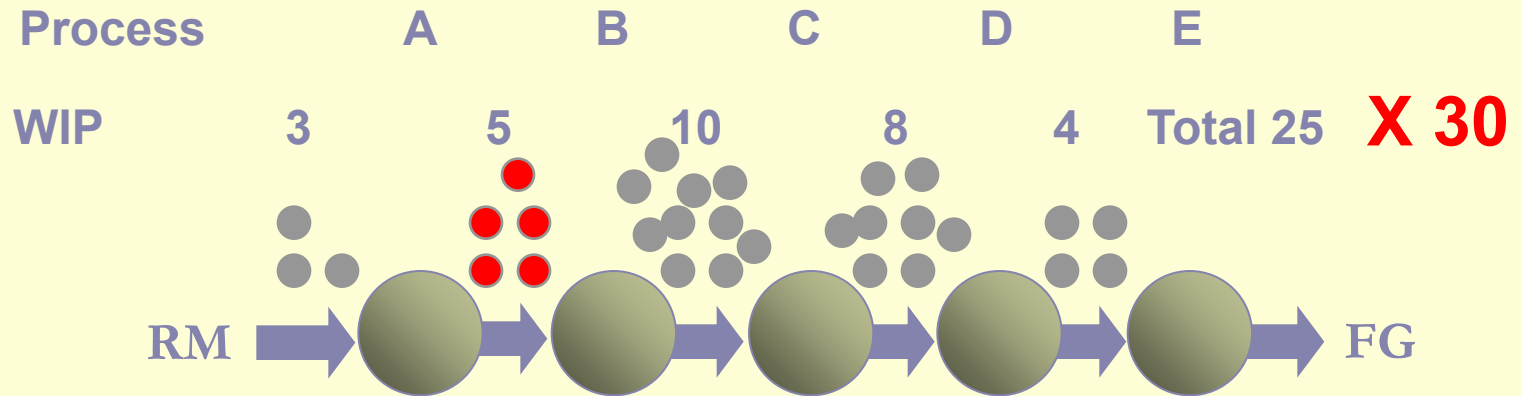
# System Variability Takes Over--Chaos



Variable Process  
5 2 5 2 5 2 5 2 5 2

Shifting work-in-process creates large queues at some locations. This makes work wait longer to be processed. Other workstations can be starved for work. The work they could be doing is delayed because it is not there. They can't take advantage of their extra capability. So...

# System Variability Takes Over--Chaos



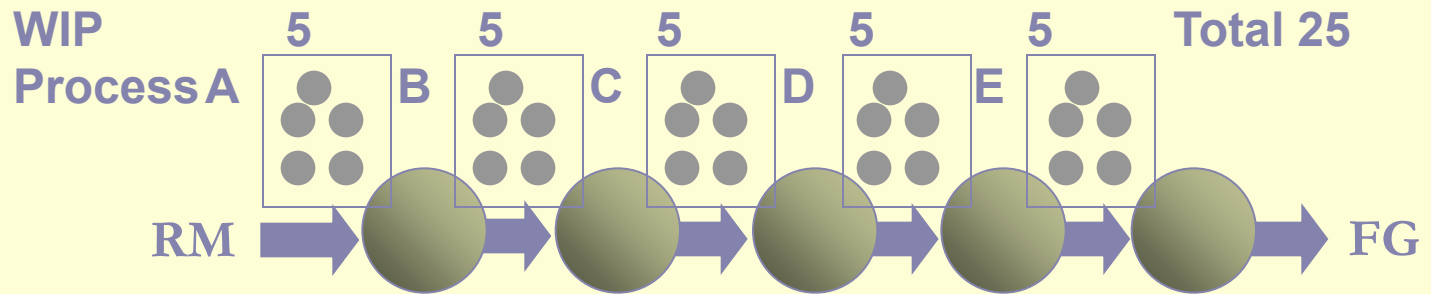
Variable                      5 2                      5 2                      5 2                      5 2                      5 2

Process

So... Management Helps! Management puts in more work (Inventory) to give everyone something to do!  
Result: It takes longer and longer from time of release until final shipping. More and more delay!

# Attempts to Control WIP

## ● Use Kanban Cards-JIT



Variable                    5 2        5 2        5 2        5 2        5 2  
Process

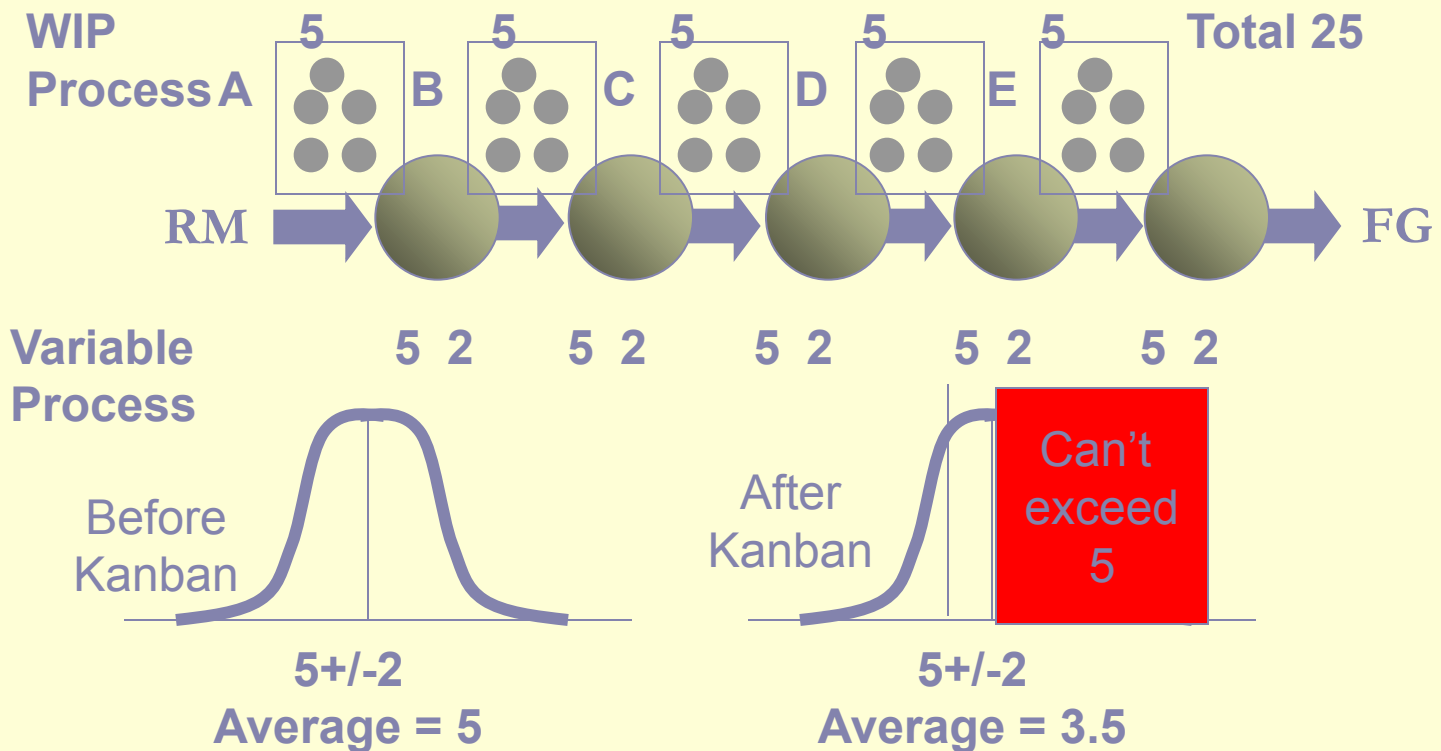
Just-In-Time uses Kanban Cards to limit the queues building in the system.

No more than 5 parts are allowed at any station.

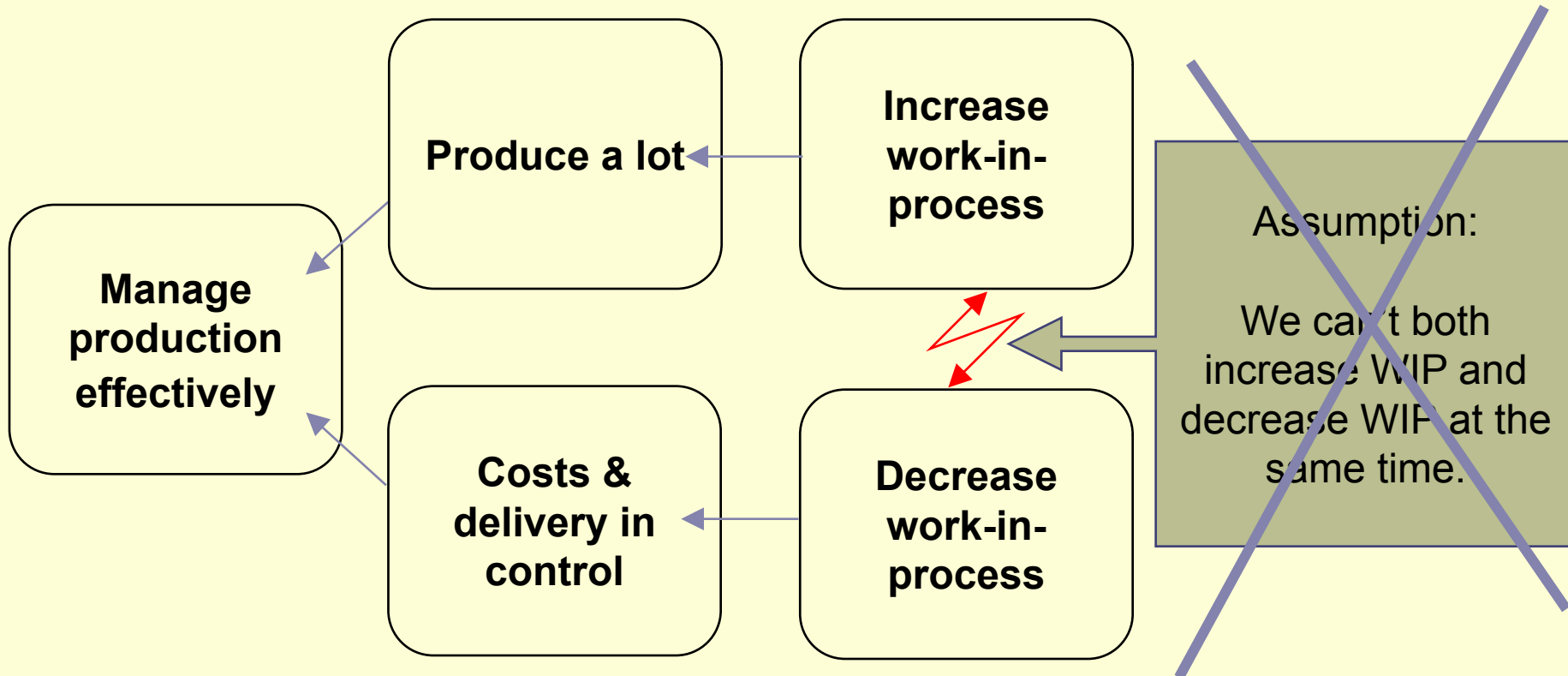
Looks good, but is it?

# Effects of Inventory Limits on Production

## What does a Kanban card of 5 Mean?



# Operation's Dilemma



**Injection: Put a large inventory where its needed and low everywhere else!**



# TOC Steps to Continuous Improvement

**Step 1. *Identify* the system's constraint.**

**Step 2. *Exploit* the system's constraint.**

**Step 3. *Subordinate* everything else to the above decision.**

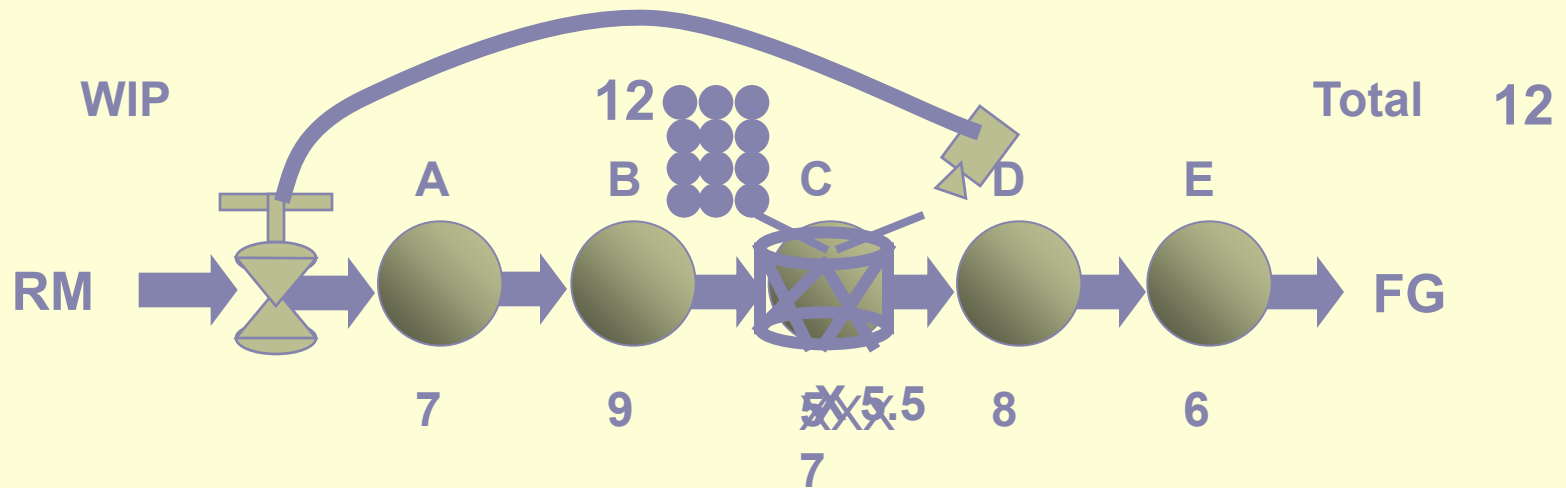
**Step 4. *Elevate* the system's constraint.**

**Step 5. If a constraint is broken (that is, relieved or improved), go back to Step 1. But don't allow *inertia* to become a constraint.**





# Five Steps Applied to Flow Operations



## Five Focusing Steps

Step 1. Identify the Constraint (The Drum)

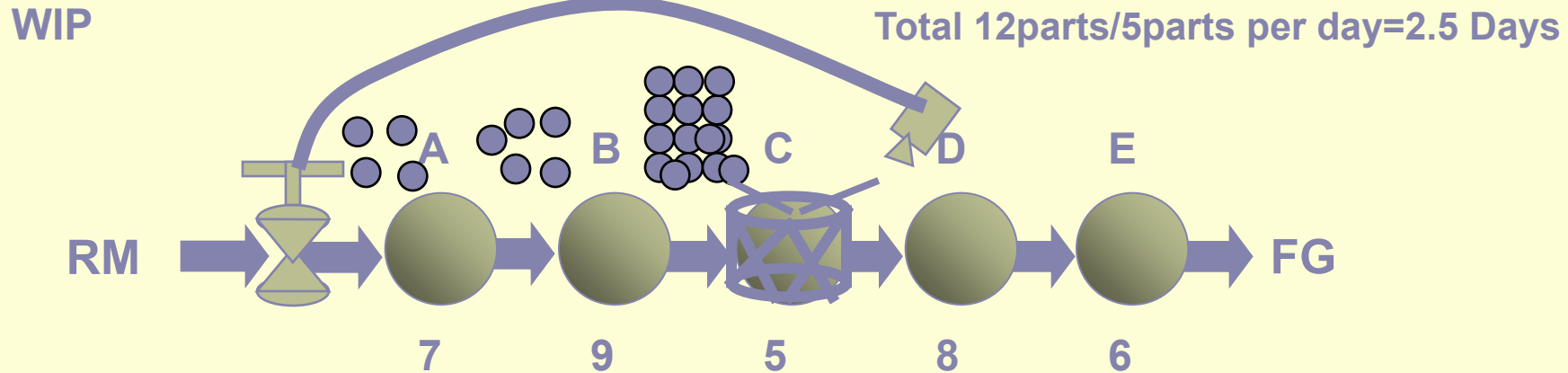
Step 2. Exploit the Constraint (Buffer the Drum)

Step 3. Subordinate Everything Else (Rope)

Step 4. Elevate the Constraint (\$?)

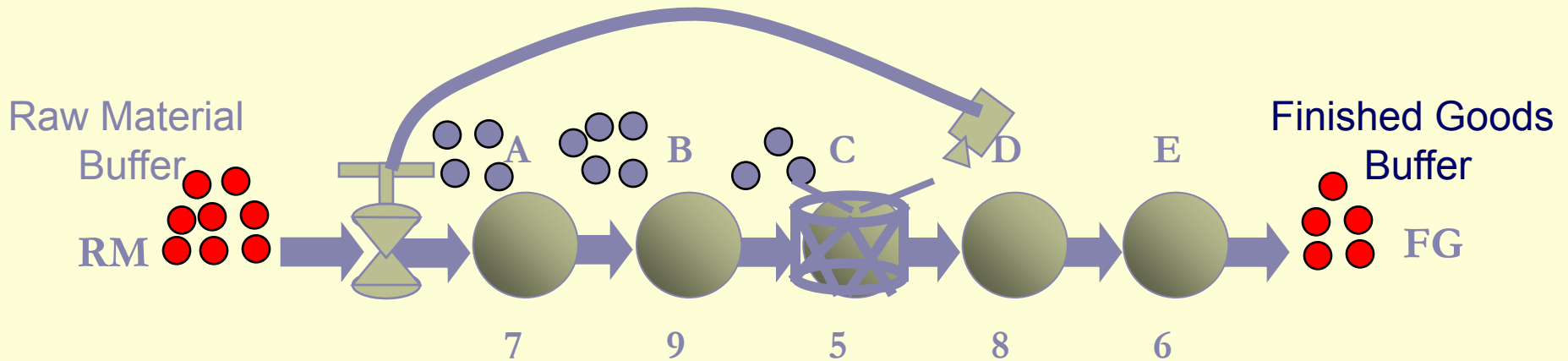
Step 5. If the Constraint Moves, Start Over

# Understanding Buffers



- The “Buffer” is Time!
- In general, the buffer is the total time from work release until the work arrives at the constraint.
- Contents of the buffer ebb and flow within the buffer
- If different items spend different time at the constraint, then number of items in the buffer changes
- but **Time in the buffer remains constant.**

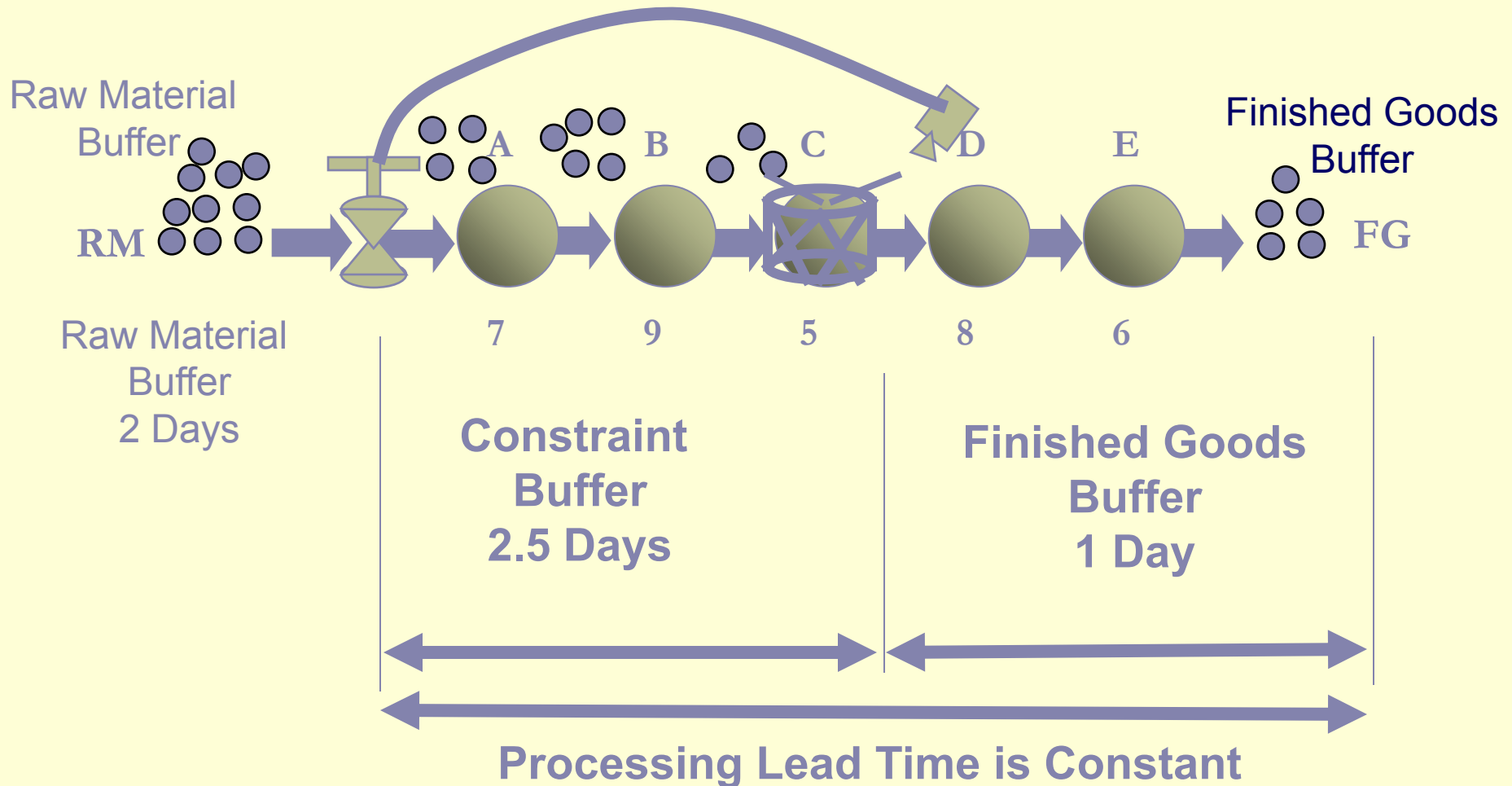
## We need more than one Buffer



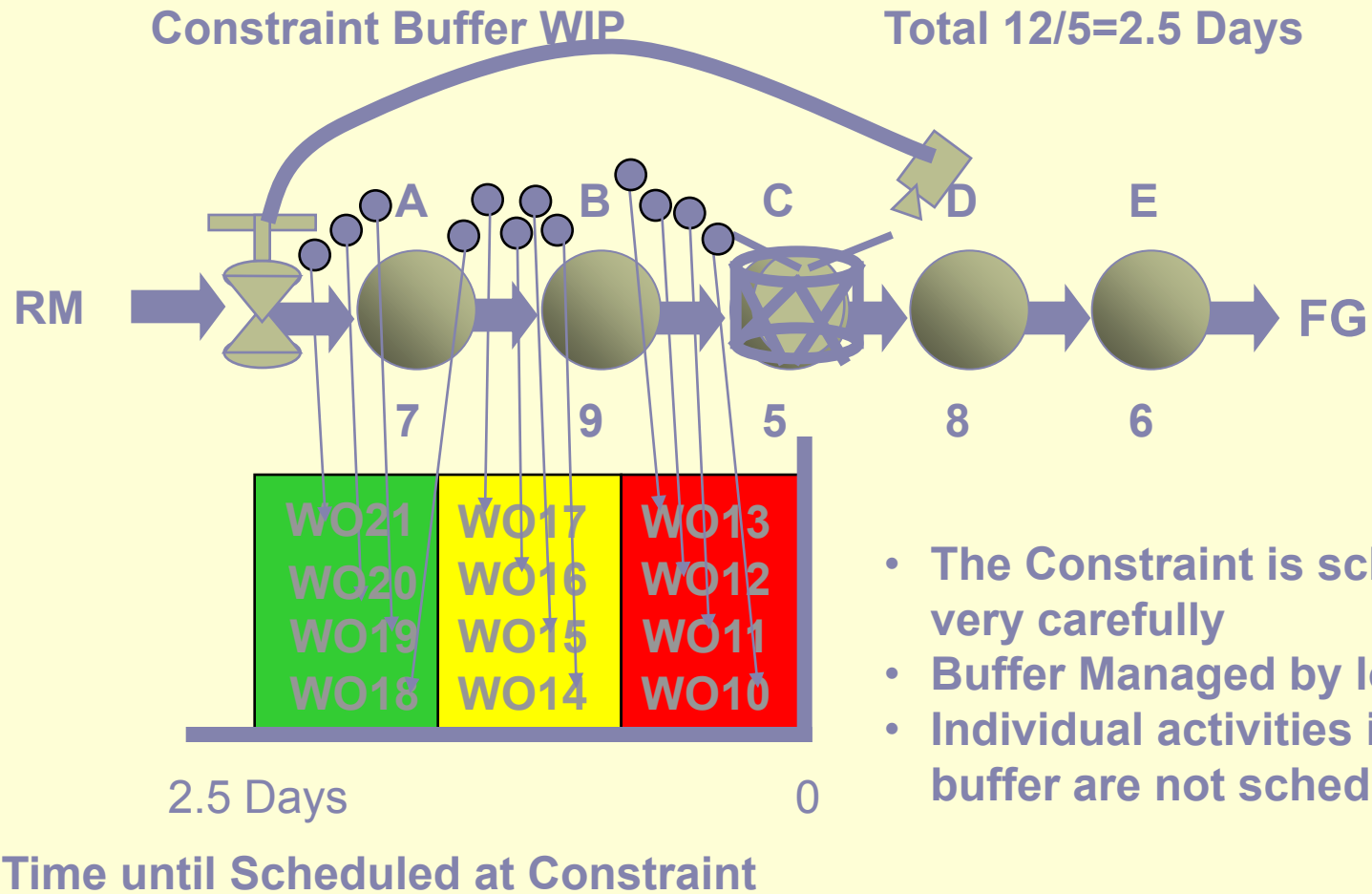
There is variability in the Constraint.  
To protect our delivery to our customer we  
need a finished goods buffer.

There is variability in our suppliers.  
We need to protect ourselves from unreliable  
delivery.

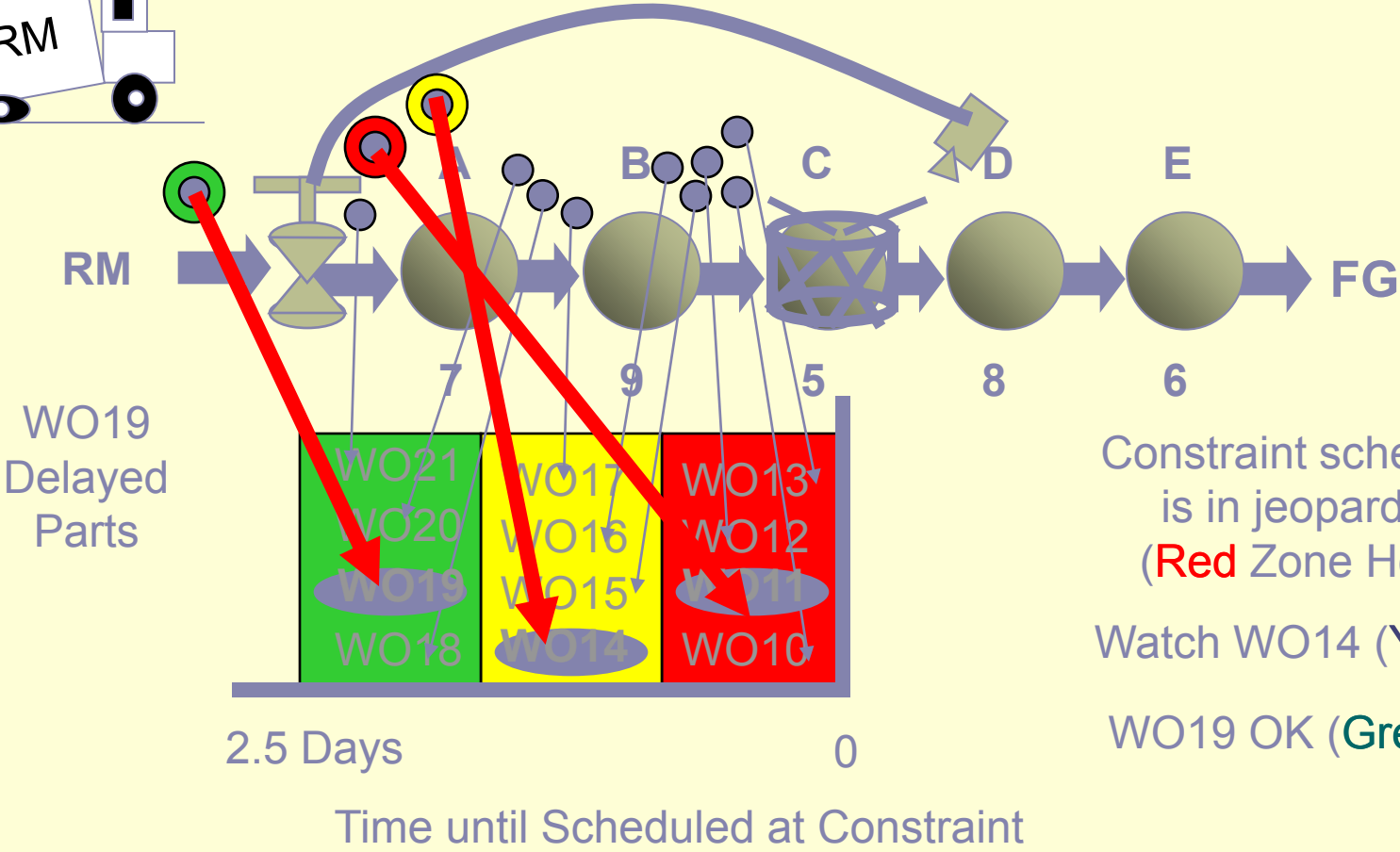
# Buffer Time is Constant-Predictable



# Buffer Management



# Problem Identification




Constraint schedule is in jeopardy!  
(Red Zone Hole)

Watch WO14 (Yellow)

WO19 OK (Green)



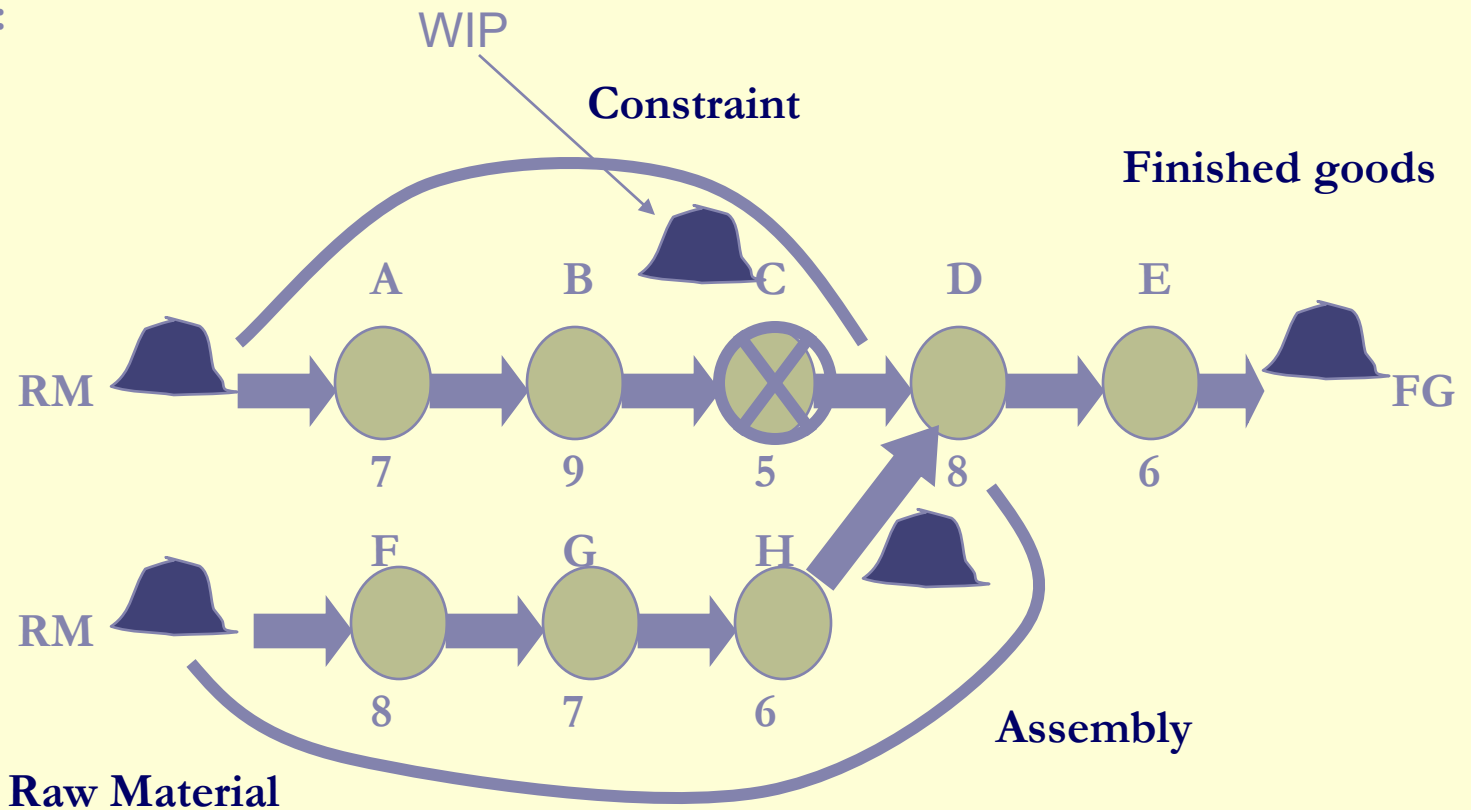
## Additional Buffers

- Constraint Buffer (as we discussed)
    - Protects the Constraint from running out of work
  - Finished Goods Buffer
    - Protects customer delivery from Constraint variation
  - Raw Material Buffer
    - Protects the Release of material from suppliers
  - Assembly Buffer
    - Facilitates speedy flow of products
- 

# Additional Buffers

## Ropes

Buffer Types:  
Constraint  
FG  
RM  
Assembly





# Manufacturing is an integrating discipline

