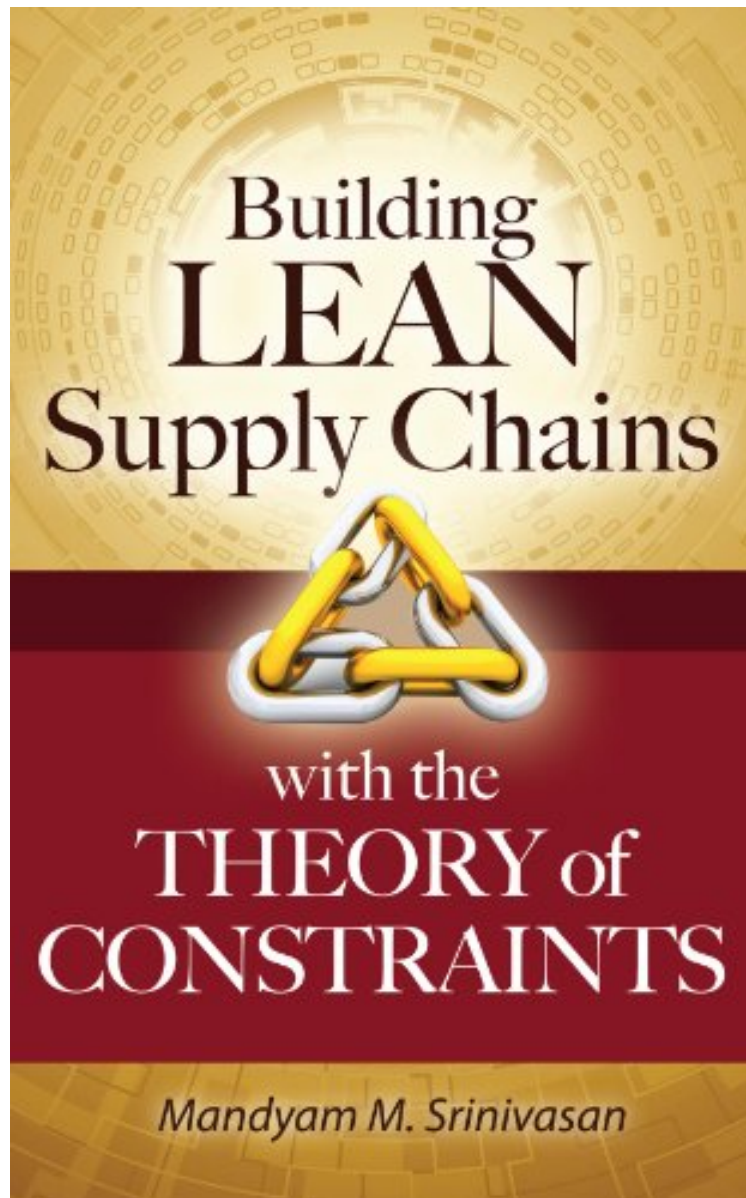


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Building Lean Supply Chains with the Theory of Constraints

Srinivasan Mandyam

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Srinivasan Mandyam : Building Lean Supply Chains with the Theory of Constraints before purchasing it in order to gage whether or not it would be worth my time, and all praised Building Lean Supply Chains with the Theory of Constraints:

4 of 4 people found the following review helpful. The Goal's "How To!" Manual using LeanBy sparklefarkleI 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. On the contrary, this book is for every business leader who is charged with the responsibility of transforming and growing their business, but has fallen short due to some unanticipated constraints. You no longer have the luxury of adding resources to meet end-of-month and end-of-quarter expectations. My belief on this book's value comes from my personal hands-on experience living in this world as an Industrial Engineer, Manufacturing Engineer, Quality Engineer, Manager and Director of those functions, and as Plant Manager and VP of Operations for 4 different Fortune 500 Companies. I can guarantee that many of you who are reading this review have never heard of: The DuPont Model, The Viable Vision, Drum Buffer Rope, Little's Law, The Bull Whip Effect (The Beer Game), The Dice Game (Push vs Pull and The Cumulative Effect of Intermittent Delays), Business Eco Systems, Raw As Possible, Takt Time-Cycle Time Charts, Heijunka, Total Cost of Ownership Model, and so on. My recommendation is that you buy the book and take a week to read each chapter. Take the time to think through the math included in the case studies and the simulations. Share the book with your colleagues and have discussions about the content. Then promise me you will do something within your business unit with the knowledge you gain when you complete the reading which will enable you to undertake a huge step towards bringing manufacturing back to America.

John A. Claypoole Senior OpEx Leader, (Global Manufacturing Company) 2 of 2 people found the following review helpful. A chain is as strong as its weakest link By Life long student 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. A rounded sword made of porcelain. He is proud of his description. Had there been a candle in each one's hand, the difference would have gone out of their words. The eye of outward sense is as the palm of a hand. The whole of the object is not grasped in the palm. The sea itself is one thing, the foam another. Neglect the foam, and regard the sea with your eyes. Waves of foam rise from the sea night and day. You look at the foam ripples and not the mighty sea. "This is a book all OM/OR people need to read. 1 of 1 people found the following review helpful. A Straightforward Approach By Bravo Mike "Building Lean Supply Chains with the Theory of Constraints" is an entirely readable and practical approach for the day-to-day business practitioner. Sorely missing in the literature up till now, Dr. Srinivasan's clearly written text serves as a straightforward manual for tackling the intricacies of the supply chain. Perhaps the effectivity of Dr. Srinivasan's approach was made clear to me when I prepared and taught a seminar at the Carlson School of Management, University of Minnesota, entitled "Leaning Your Supply Chain." I leaned heavily on Dr. Srinivasan's genius through use of the principles and approaches suggested in this volume. The woven threads of Lean and the Theory of Constraints were laid bare and written in very understandable terms as opposed to being written in academic verbiage, making this book immediately applicable to anyone. I cannot over-emphasize the value this brings to the practitioner. Today, Supply Chain is almost synonymous with operations management. Firms today often "leave money on the table" because they (1) do not understand the supply chain and its mechanisms, and (2), do not know how to take action to reduce the waste in the supply chain. "Building Lean Supply Chains" is both the primer on the mechanisms

of the supply chain and a guidebook for optimizing the supply chain. Sort of an "all in one, how to" volume. Finally, people in business have struggled to understand the relationships between Lean Thinking and the Theory of Constraints and how the two can be used in concert to positive effect. Dr. Srinivasn's volume spans that chasm adeptly and uniquely. I strongly recommend this book for any professional seeking to make significant improvements in the supply chain - it is indispensable.

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

About the Author Mandyam ("Srini") Srinivasan is the Pilot Corporation Chair of Excellence at the University of Tennessee. He is the author of *Streamlined: 14 Principles for Building and Managing the Lean Supply Chain* published by Cengage in 2004, and co-author of *Supply Chain Management for Competitive Advantage* published by McGraw-Hill TATA for the Indian market in 2009. Srini has many years of work experience with leading automobile manufacturing organizations, and he has consulted with a large number of industries.