

CASE STUDY – MANUFACTURING

Summary

Sector

Manufacturing

Size

250 employees

Medium-sized company

Project

2002

Implementation of a production scheduling system based on the theory of constraints

Results and benefits

- Work In Progress reduced by 25% in six months;
- Deadlines met more often (25% increase in the number of orders delivered on time);
- Reduction in the average inventory period from 90 days to 60 days;
- Increased sales;
- Increased customer satisfaction rate;
- **Return on investment after only 2 months.**

Background

- The company produces large lots of merchandise;
- Delivery deadlines were not being met;
- The company had to bear the cost of excess inventory.

Need and challenges

- Ensure orders are delivered within the expected deadlines;
- Optimize the size of production lots;
- Reduce inventory and related costs;
- Guarantee a certain level of customer satisfaction.

Solutions

- Analyze the procurement, planning and production process;
- Implement a constraint-based and finite-capacity planning system (3 months).