

MRP and Kanban: Together Again for the First Time!

Abstract and Biography

APICS St. Louis, April 10-11, 2012

Sheraton Westport Plaza 4/11/12. The time is 8 - 4:30 pm with lunch provided.
\$195 for Members and SLU John Cook School of Business Supply Chain Consortium members price. \$295 for non-members.

Presentation Description

Most companies who attempt to implement pull/kanban struggle with three issues. First, how do we right-size and re-size our supermarkets to get the best possible flow? What are the effects of production capacity on supermarket sizes? Supermarkets may be too large, resulting in production of unneeded items, or too small, resulting in stockouts. Either way, resources are too often engaged in producing what we do not need, and not available to produce what we do need. The expediting and firefighting continue, and inventory levels remain high – even with kanban!

Second, what techniques are appropriate for signaling replenishment? Do we signal with empty containers, kanban cards, first-in-first-out lanes, min/max, or some other technique? Too often, cumbersome manual techniques are chosen, the pull system deteriorates for lack of maintenance, is limited in its scope to only a few products, or we spend much non-value adding time making – and remaking - kanban cards!

Third, how do we resolve conflicts between our kanban system and our MRP system? What do we do when kanban tells us to do one thing and MRP says another? Don't we still need MRP, even with kanban? How do we make kanban and MRP work together?

This presentation focuses on answering all of these questions. You will learn what data to harvest in any automated MRP system to size and resize your supermarkets with ease. You will examine the effects of management policies on an effective pull/kanban system. You will explore the application of automated pull techniques that provide visual control without non-value-added manual effort - and how to link pull/kanban to your existing requirements planning system.

Synchronous Management
51 Seaside Ave.
Milford, CT 06460
203-671-8533

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Don Guild, Biography

Don has over forty-five years in manufacturing. His twenty years in line management began with production line operations, progressing through shop supervision, scheduling and materials management, and operations management. His line experience also includes the implementation of automated enterprise resource planning and participative management systems.

After two years of consulting in the mid-1980's for Dr. Eli Goldratt, specializing in the application of finite scheduling techniques and constraints theory, Don founded Synchronous Management to focus on the hands-on application of lean techniques in purchasing, manufacturing, and distribution. As a consultant, he has broad experience in training and application of value stream mapping, pull/kanban systems, cellular manufacturing, plant layout, changeover reduction, and lean performance metrics.

His hundreds of clients have ranged in size from \$1MM per year to over \$1BB per year in annual sales. They include high-volume, repetitive production, engineering prototype shops, job shops, vertically integrated fabricators, and purchase-and-assemble shops. Industries include casting and forging, machinery, aerospace, biotechnology, electronics components and assembly, food processing and consumer products.

His pioneering work includes capacity-based lot-sizing techniques for changeover-intensive resources, make-to-order kanban for the non-repetitive job shop, and virtual pull for complex purchasing, manufacturing and distribution environments. Over fifty articles have been published by and about Synchronous Management and our clients, and Don has conducted hundreds of workshops and seminars for various professional societies and organizations.

Don's academic background includes Associate in Arts in Liberal Arts, Bachelor of Science in Law, Juris Doctor in Law, and Masters in Business Administration. He is a member of the Association of Manufacturing Excellence, and is certified on the Fellow Level by the Association for Operations Management (APICS). He is the author of the Pull/Kanban training program for the NIST-Manufacturing Extension Partnerships, and author of Pull/Kanban Systems training for the Lean Enterprise Institute. He is a faculty member of NIST-MEP and LEI, and a frequent speaker for AME, SME, and APICS.

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