



THEORY OF CONSTRAINTS
INTERNATIONAL CERTIFICATION ORGANIZATION

Free Webinar

Project Management the TOC Way

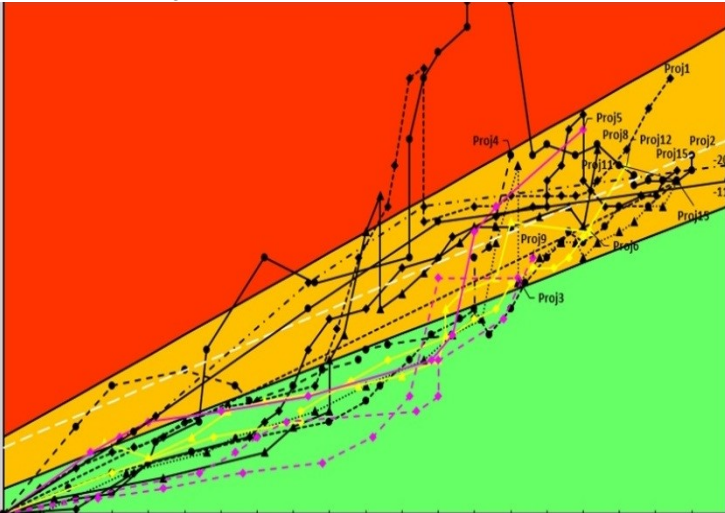
Wednesday 15th of January 2020

Critical Chain Project Management

Hosted by Philip Marris
Panelist Eli Schragenheim

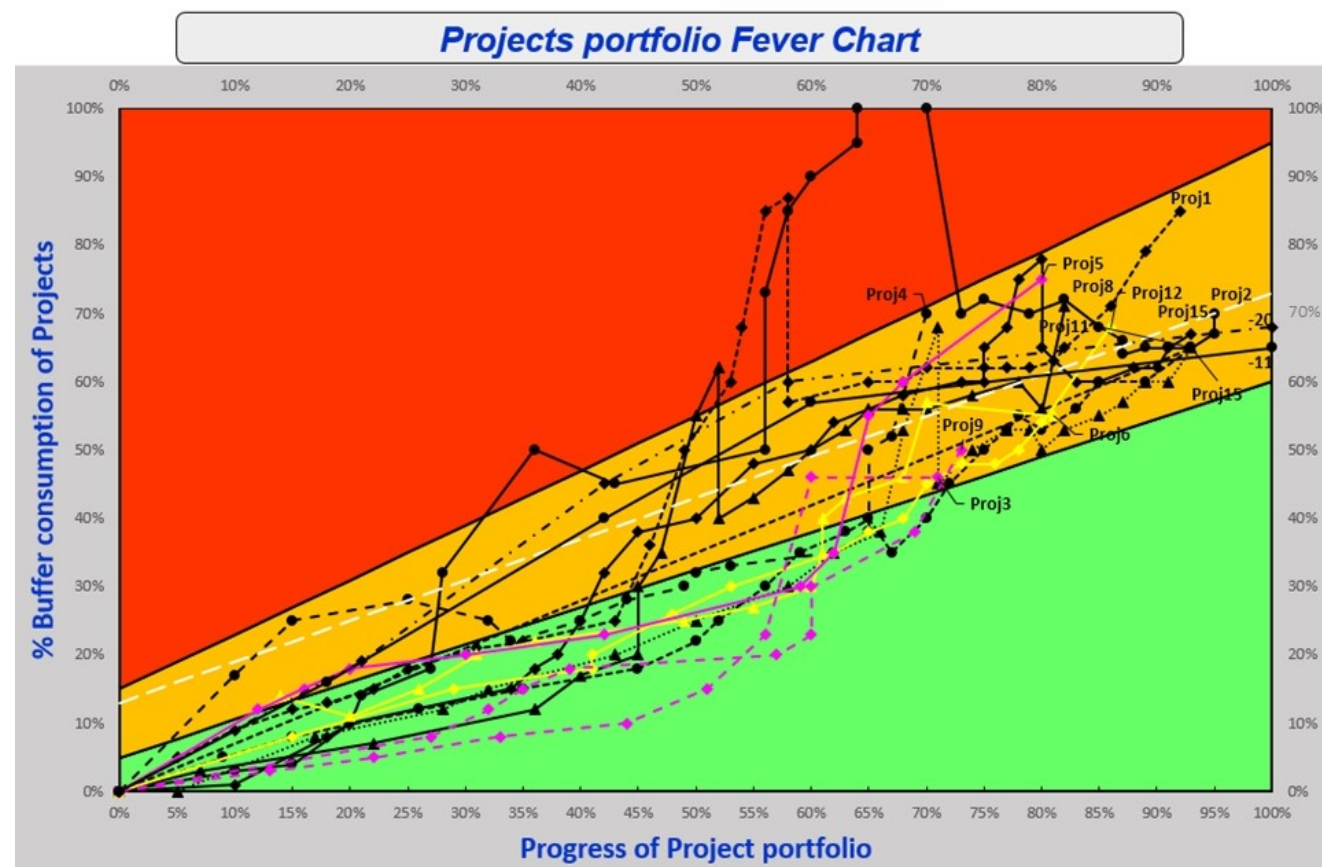
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Version 1.0

Project Portfolio Fever Chart



1. Introduction
2. Overview of the Theory Of Constraints (ToC)
3. Critical Chain planning
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4. Critical Chain execution
5. Critical Chain Portfolio Management
6. Critical Chain focused continuous improvement
7. Critical Chain and 5 focusing steps
8. Critical Chain combined with Agile
9. Case studies
10. Conclusion
11. Appendices (over 30 pages)

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This webinar is scheduled to last 1 + 1 hours
A copy of the slides are available

- This webinar is scheduled to last 2 hours
- But we will aim to finish the presentation in a little over one hour
- The remaining time will be dedicated to answering your question
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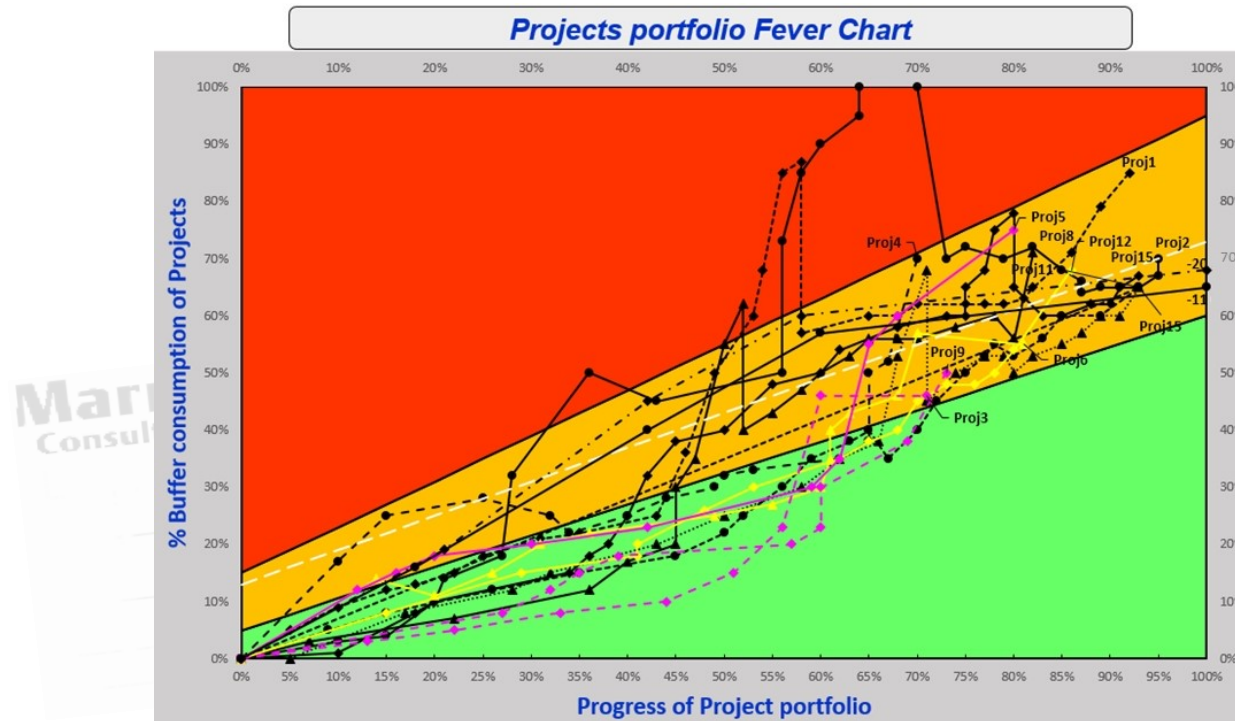


The banner features the TOCICO logo and text: "THEORY OF CONSTRAINTS INTERNATIONAL CERTIFICATION ORGANIZATION". Below this, it says "2020 TOCICO Webinar". The main title is "Free Webinar Project Management the TOC Way". The date is "Wednesday 15th of January 2020". The topic is "Critical Chain Project Management". It is hosted by Philip Marris, with Eli Schragenheim as a panelist. A small image of Eli Schragenheim is on the right. On the left, there is a "Project Portfolio Fever Chart" showing a line graph with red, yellow, and green areas. At the bottom right, it says "Hosted from Paris, France Version 1.0".

Why you should already have implemented Critical Chain Project Management

Slide #1 of 4

- The results are literally extraordinary:
 - To finish nearly all your projects on time (and within budget and full specifications)
 - And simultaneously to do your projects twice as fast as before
 - And at the same time doing twice as many projects per year with the same resources.



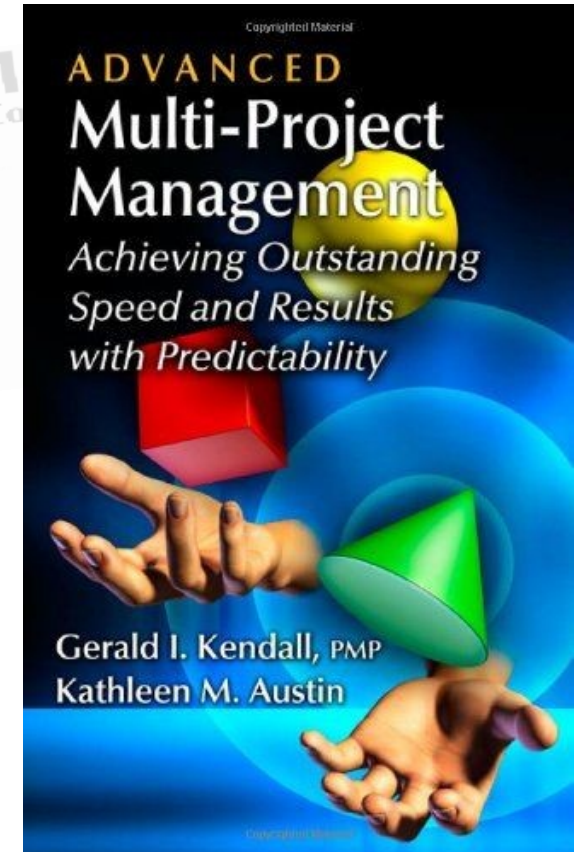
Aerosud case
Portfolio of new product &
process development
Aeronautical equipment
supplier after 2.5 years of
CCPM
>98% finish on time

Why you should already have implemented Critical Chain Project Management

Slide #2 of 4

- The results are literally extraordinary:
 - To finish nearly all your projects on time (and within budget and full specifications)
 - And simultaneously to do your projects twice as fast as before
 - And at the same time doing twice as many projects per year with the same resources.

Results	Average	Worst case	Best case
Project durations	- 39%	- 13%	- 78 %
Number of projects completed in a given time	+ 70 %	+ 15%	+ 222%
Throughput	+ 53%	+ 14%	+ 150%



*See appendix
for a list of cases.*


Source: “Advanced Multi-Project Management Achieving Outstanding Speed and Results with Predictability” 2013 book by Gerald I. Kendall & Kathleen M. Austin, page 95. The analysis is based on public information available concerning 60 different organizations working in different industries that had applied CCPM.

Why you should already have implemented Critical Chain Project Management

Slide #3 of 4

- The PMI 2019 Best Project Of The Year was awarded to Embraer for developing a new airplane using Critical Chain and breaking many industry performance records.

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Best project of the Year 2019 Award

← EMBRAER

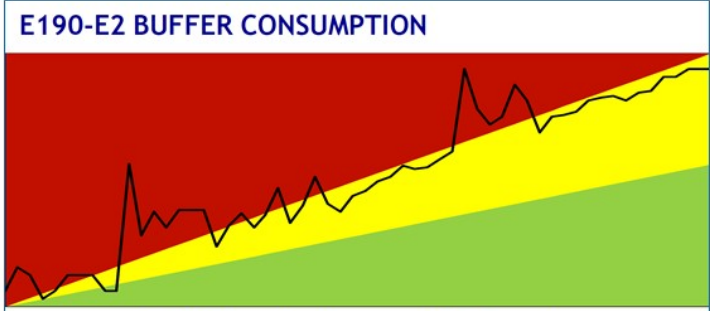
E-Jets E190-E2

PMI Project Management Institute.


PMI Project Management Institute®

Using
Critical Chain
Project Management
approach

E190-E2 BUFFER CONSUMPTION



Schedule reduction was of 22.5 months



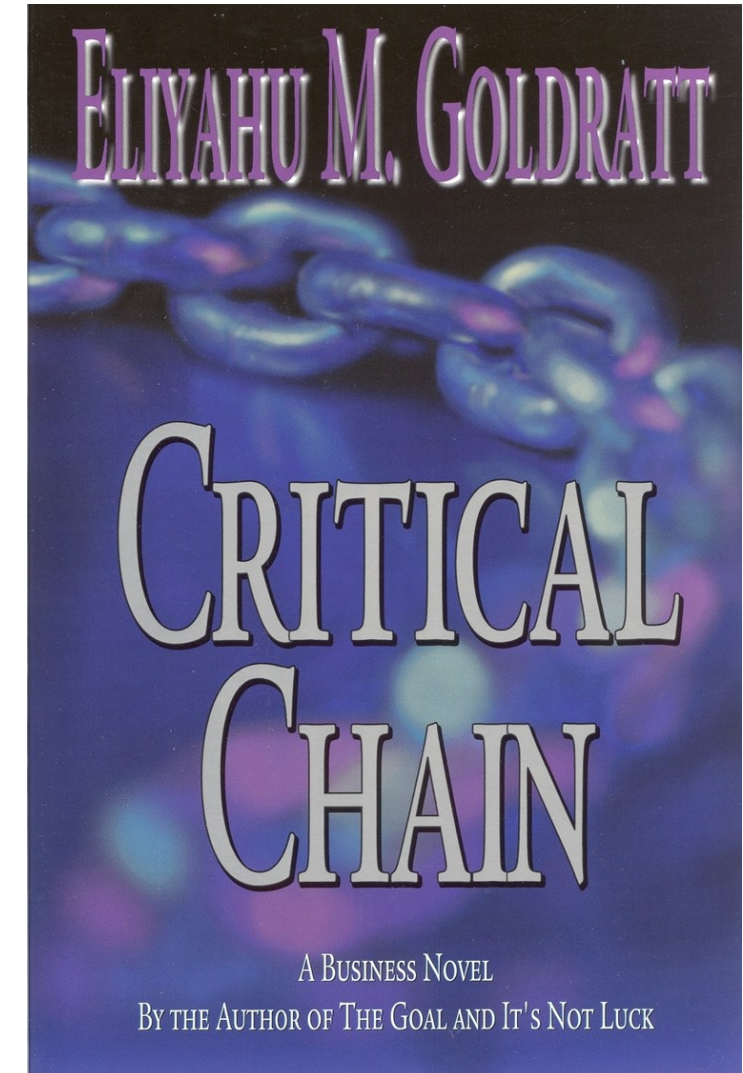
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Why you should already have implemented Critical Chain Project Management

Slide #4 of 4

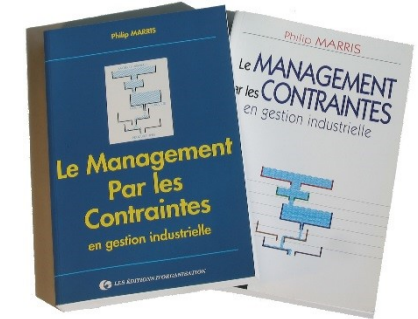
- The number of implementations throughout the world:
 - Over 3,000? See appendices.
 - Failures are very rare
 - They are long lasting (not a fashion)
- Because it is easy.
 - This webinar aims to seduce you but to understand 80% of CCPM only takes 8 hours.
- Because of the impact on the quality of your work environment.
- And anyway you don't have the choice:
either you fail with your projects or you use Critical Chain

*We will see at the end of this presentation
how many of you are convinced
that you must implement CCPM ASAP*



Webinar host: Philip Marris, CEO of Marris Consulting, ToC & Lean expert, >30 years, >200 projects

- Consultant (warning!).
- Theory of Constraints specialist. 33 years of ToC experience. Started working with the founder Eliyahu Goldratt in 1986. 34-year experience of Lean (Manuf. & Engineering)
- >30 years of experience helping over 250 companies in all industries.
- Over 80 assignments in project environments especially New Product Development & MRO (Maintenance Repair & Overhaul).
- Author of the very boring but bestselling French textbook about ToC in manufacturing *Le Management Par les Contraintes*.
- Founder and CEO of Marris Consulting based in Paris, France.
Founded in 2004.
Motto: *Factories, People & Results*.



We are honoured to have been able to help...



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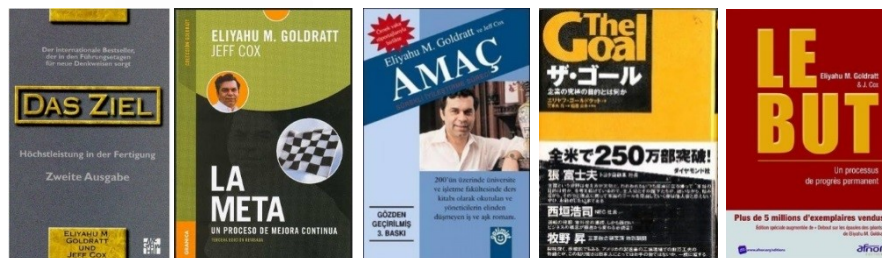
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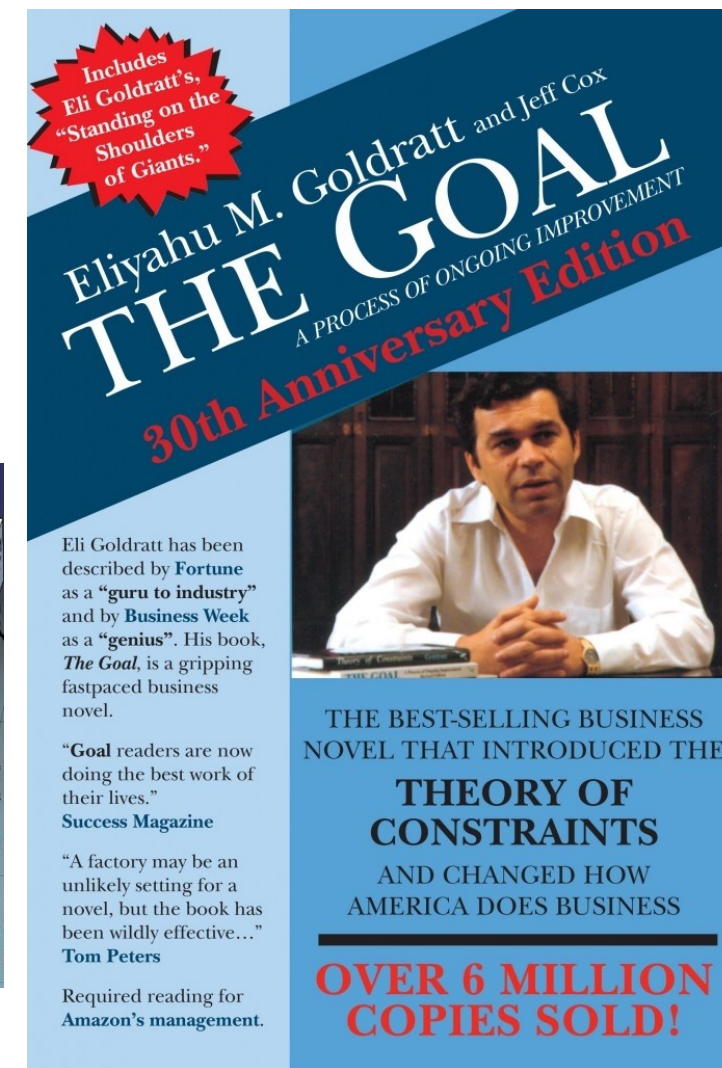


The Theory Of Constraints gained its global recognition because of the success of the best-selling “business thriller” *The Goal* by Eliyahu Goldratt

- Over 7,5 million copies sold in over 30 languages. Mandatory reading in most universities/MBAs/...
- Written by Eliyahu Goldratt the founder of ToC with Jeff Cox.
- The first book of its kind: a novel to explain a new approach to management.
- Chosen as one of the 25 most influential business books by Time magazine in September 2011.
- Used by Jeff Bezos, Amazon.com CEO, to build their Supply Chain and redefine the company's goal.



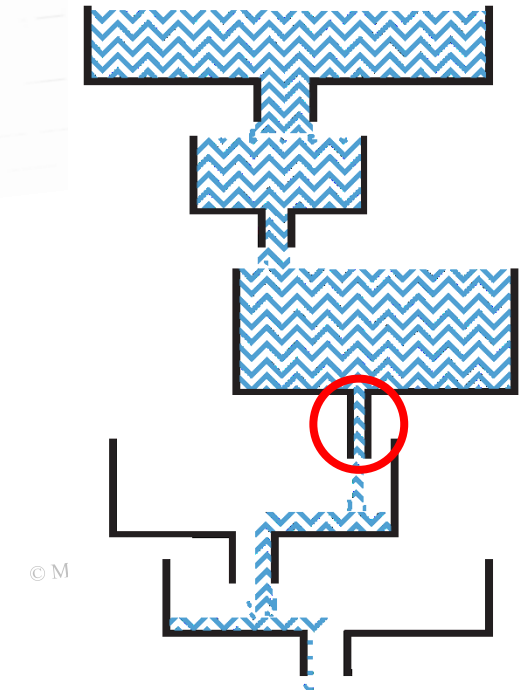
New graphic edition
in 2017



Focus on improving the system constraints that determines the overall performance and buffer the system against uncertainty and variability

*It is no longer possible to distribute work equitably:
organizations are necessarily unbalanced*

- Companies (factories, engineering departments ...) and other organizations inevitably have unbalanced capacities.
- Annual budgets pretend to balance organizations but they don't succeed.
- As a result, there is always a constraint somewhere in the system.
- One hour lost on that constraint (the bottleneck) = one hour lost for the system = one hour of lost sales.
- One hour gained on a non-bottleneck is an illusion. A non-constraint must only work according to the constraint's requirements.
- A dual view is mandatory: different rules for constraints and non-constraints.
- ToC also has a different, specific approach to dealing with uncertainty and variability (buffers).



The sum of local optimums is not equal to the global optimum

The 5 steps of ToC's continuous improvement process

1. IDENTIFY the system's constraint(s).
2. Decide how to EXPLOIT the system's constraint
3. SUBORDINATE everything else to the above decision.
4. ELEVATE the system's constraint
5. WARNING!!!!
If in the previous steps a constraint has been eliminated,
go back to step 1,
but do not allow INERTIA to become the system's constraint.

Easy to do in production
but not in projects

Without investments
in \$ or in time

The most
difficult step

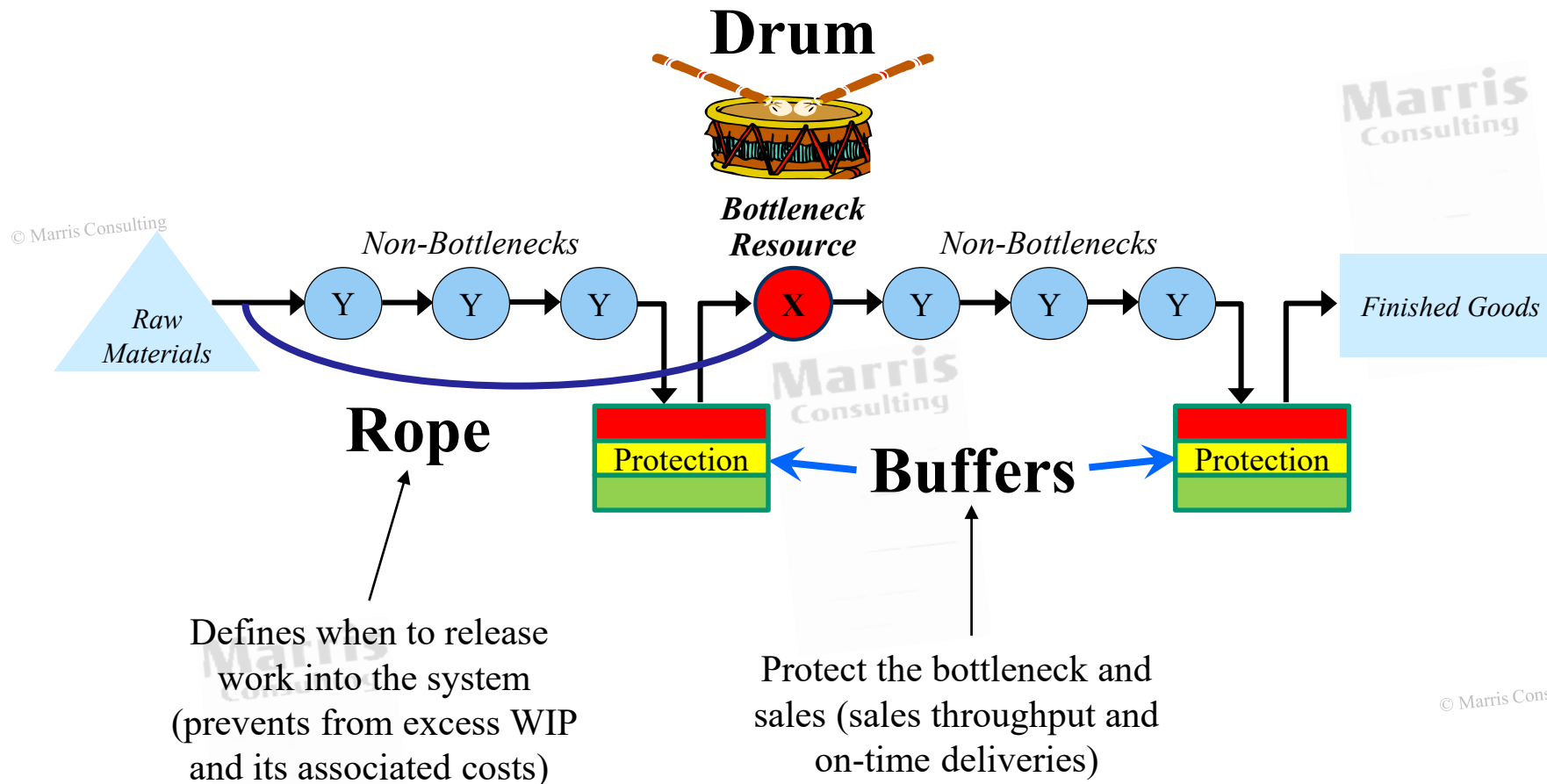
With investments
in \$ or in time

Or choose the "best"
constraint of the system

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Note: Often called *The 5 Focusing Steps* or ToC's *Process Of On-Going Improvement* (POOGI).

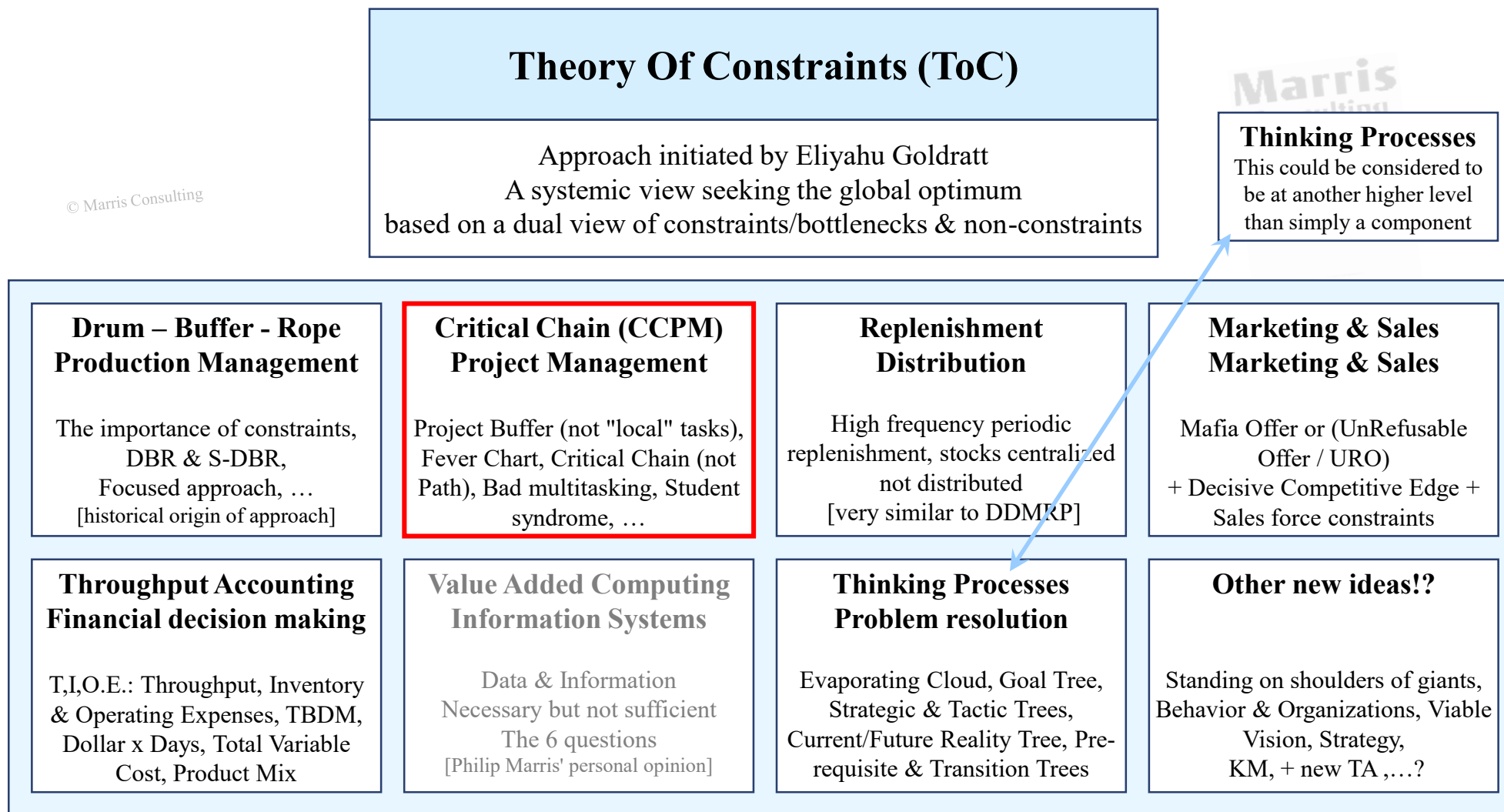
ToC controls production flow with the Drum Buffer Rope (DBR) mechanism



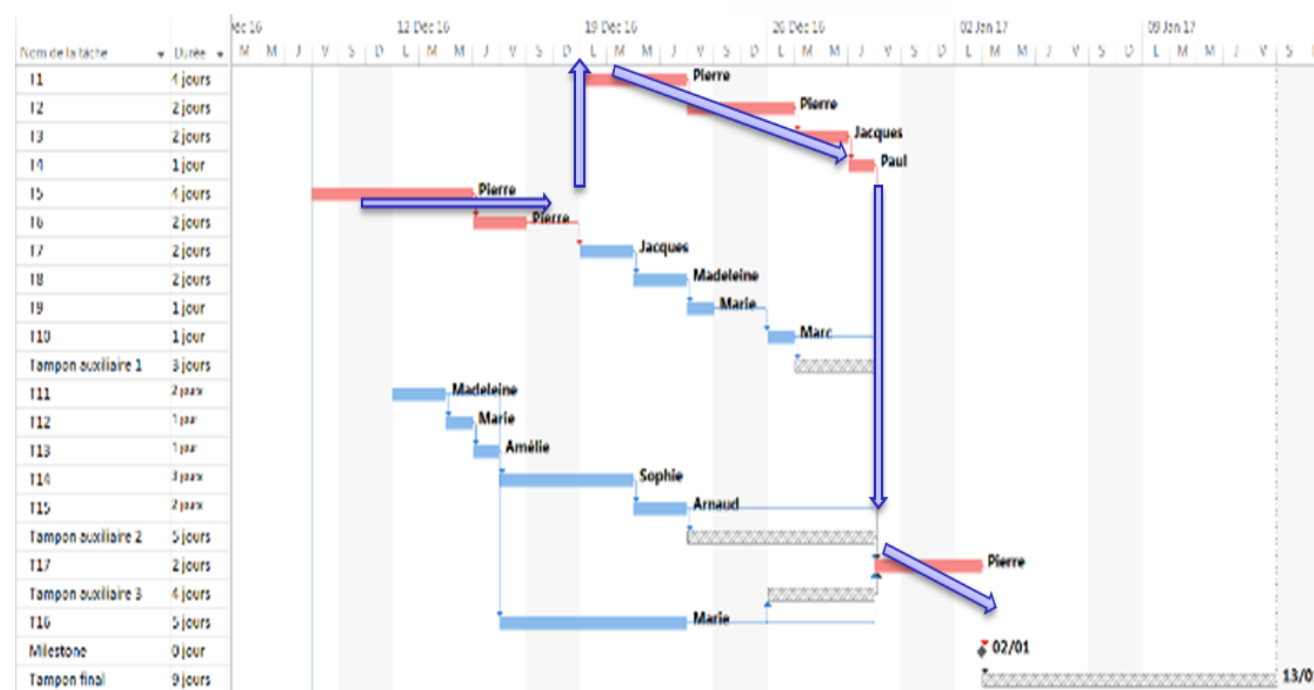
*One of the key ideas of ToC is to use buffers to protect the bottleneck against variability.
We will find a similar mechanism in ToC's project management approach.*

The different components of the Theory Of Constraints (ToC)

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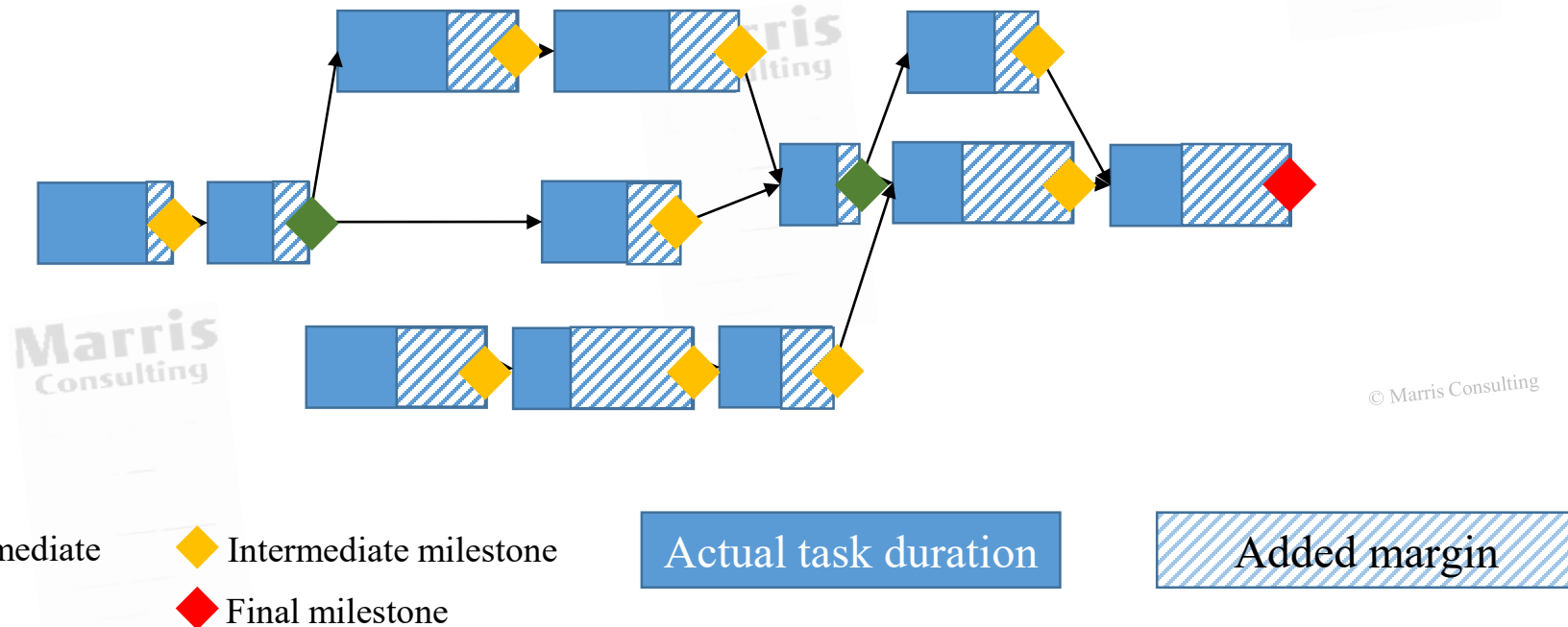


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Project managers try to compensate for the uncertainties inherent in projects

- Commitment on task completion dates
- Local safety margins (buffers) are added to each task duration
- Micro-management leads to increasingly detailed schedules



The Critical Chain method accepts the inherent uncertainty of projects and aims at protecting the whole project, not the individual tasks

All project tasks have significant security margins, but they are wasted. With the Critical Chain approach, these margins are reduced and mutualized in a buffer at the end of the project.

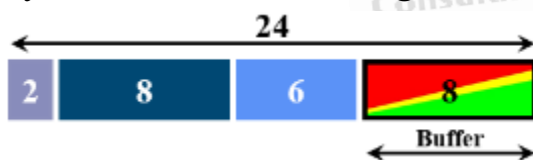
With traditional planning...



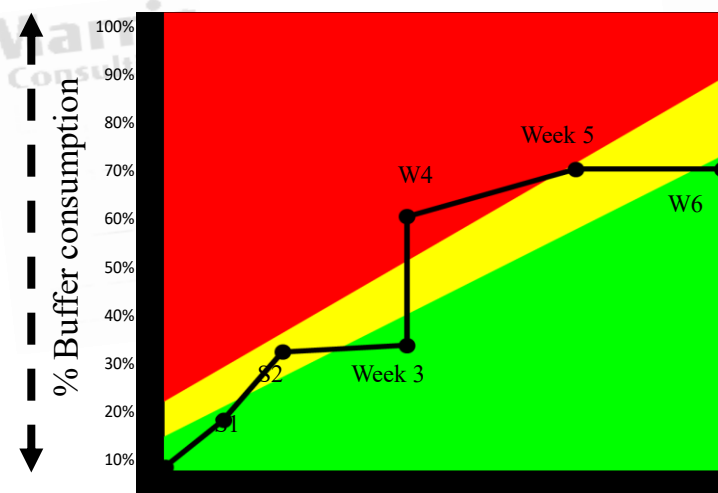
... each task has its own margin



With Critical Chain, margins are mutualized and cycle times are challenged

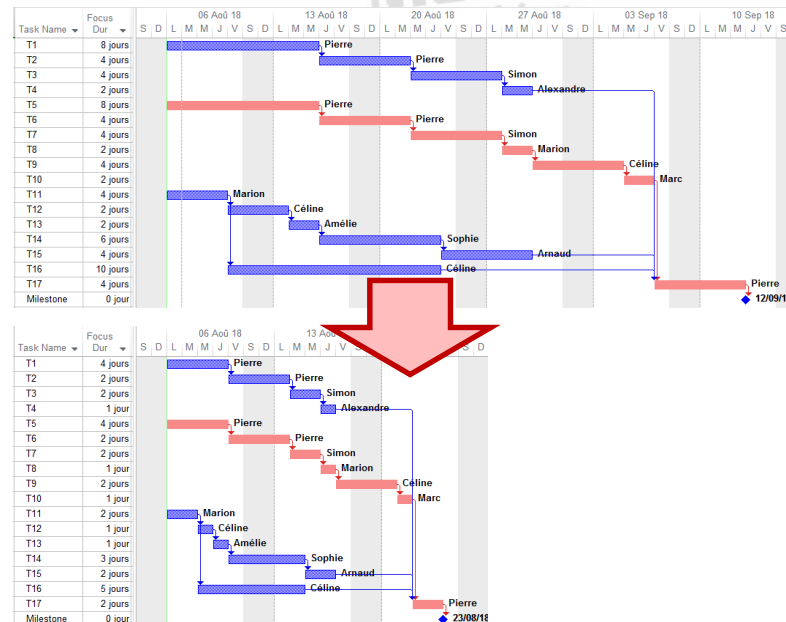


Fever Chart



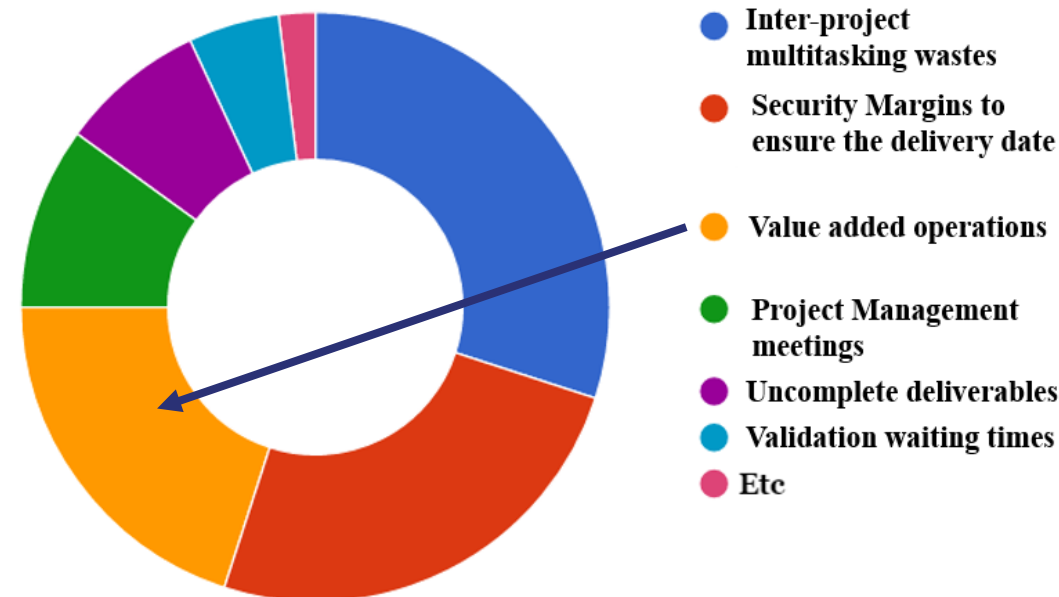
With the Critical Chain planning we reduce the expected duration of tasks by 50% on average(!)

- In Critical Chain planning, task durations are "**focused durations**". Safety margins are not added to the tasks.
- The "focused" duration is the working time necessary to complete the activity: in perfect working conditions (nearly no multi-tasking); all the necessary information is available (full-kit) and there are no interruptions.
- The average (median) focused duration must be estimated. It's not a commitment. 50% probability of exceeding the expected duration.



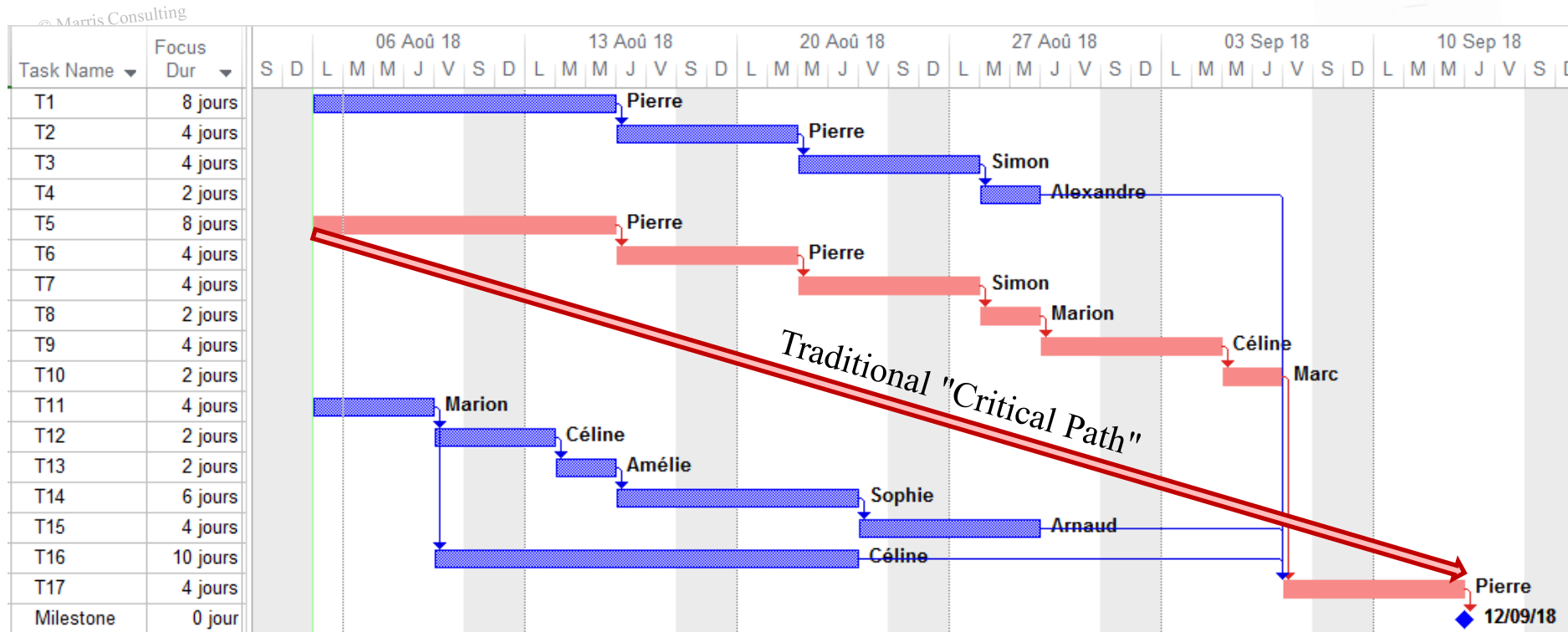
We find that it is easy to get everyone to accept very short focused task durations

- To reduce the duration of tasks by about 2:
 - We formally advise against the approach too often recommended: a top down management decision.
 - We recommend to trust the seductive capacity of the Critical Chain: train all those who must predict the durations (one day of training) then ask them to re-estimate their "focused" durations.
- We find that durations can be reduced by more than 50% on average. Note that some tasks will go from 2 weeks to 1 day, others will be incompressible (e.g. stability test of a drug or traditional sub-contracting).



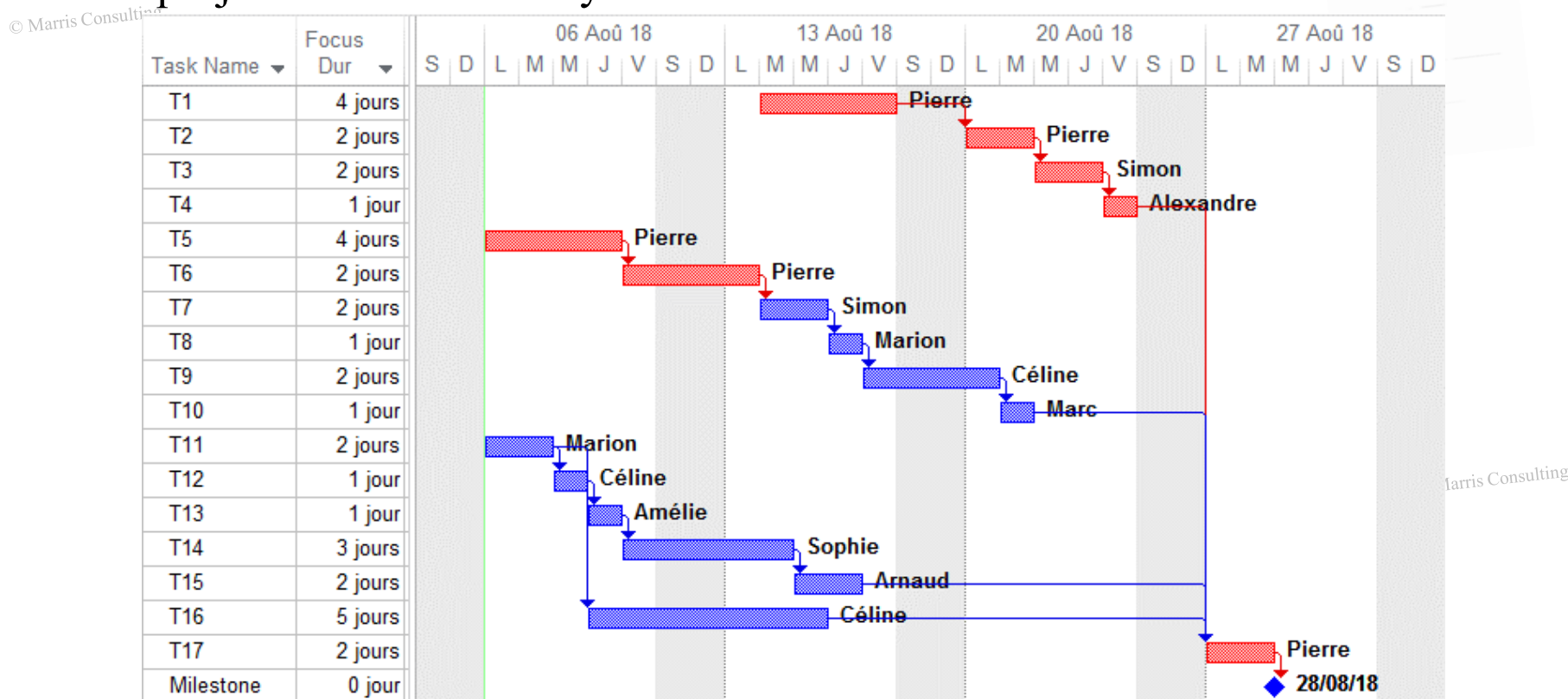
Unlike traditional approaches (such as "Critical Path"), Critical Chain planning is finite capacity planning

- Resources are rarely taken into account during planning, therefore:
 - The same resource can have multiple scheduled tasks at the same time (no levelling),
 - The "Critical Path" (traditional approach) ignores resource constraints



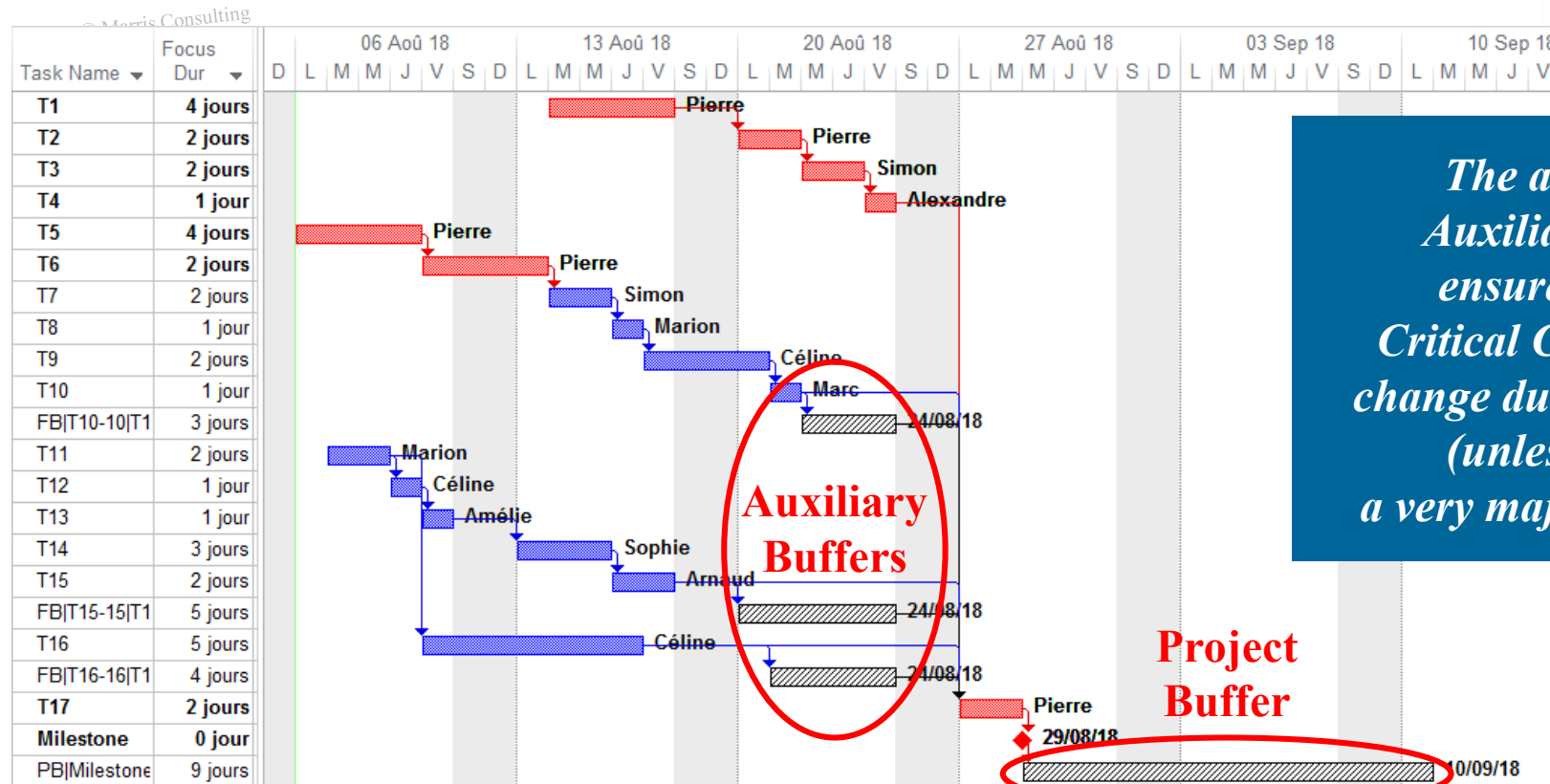
The Critical Chain is the levelled critical path (taking into account available resources)

- The Critical Chain is the longest path of dependencies, logical and resources, between tasks. It is obtained by levelling the tasks of the schedule so as not to plan any multitasking.
- The duration of the project is determined by its constraint: its Critical Chain.



The total duration of the project is equal to the Critical Chain plus a shared "Project buffer"

- The **"Project Buffer"** pools the safety margins of critical tasks, and represents about a third of the total project duration.
- The Critical Chain is protected from non-critical chains / tasks by **"Auxiliary Buffers"**.



The addition of Auxiliary Buffers ensures that the Critical Chain will not change during execution (unless there is a very major disruption)

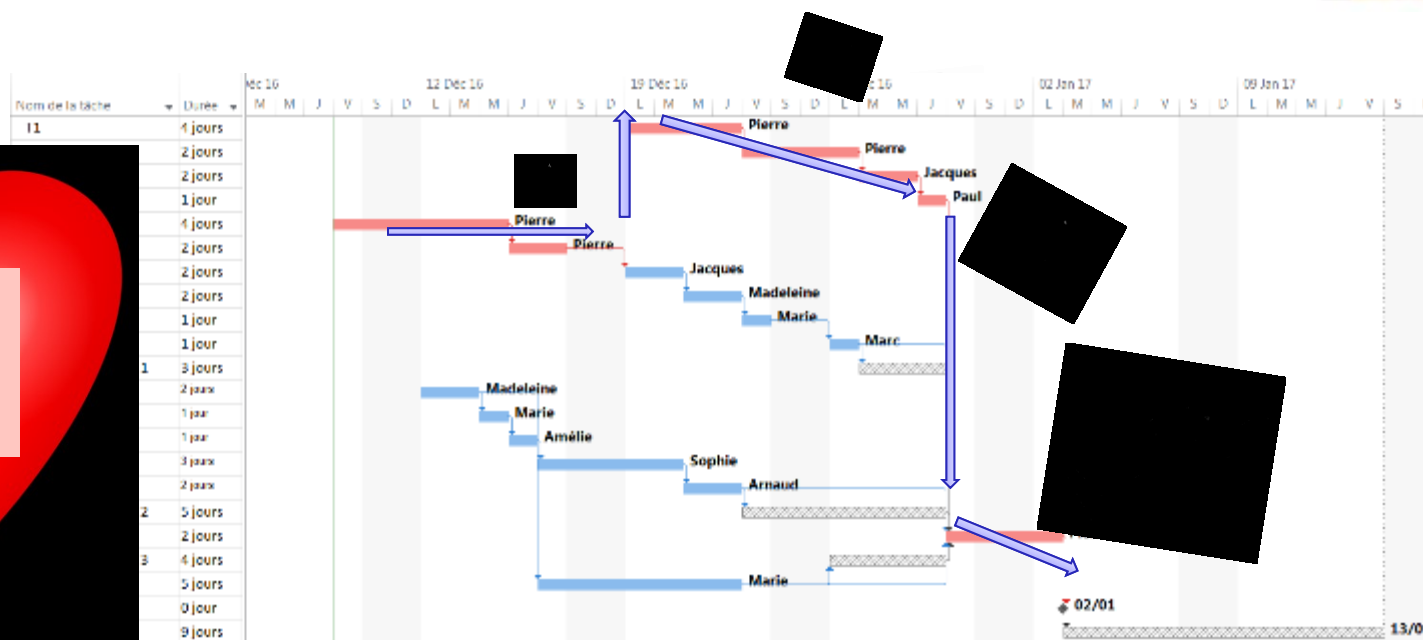
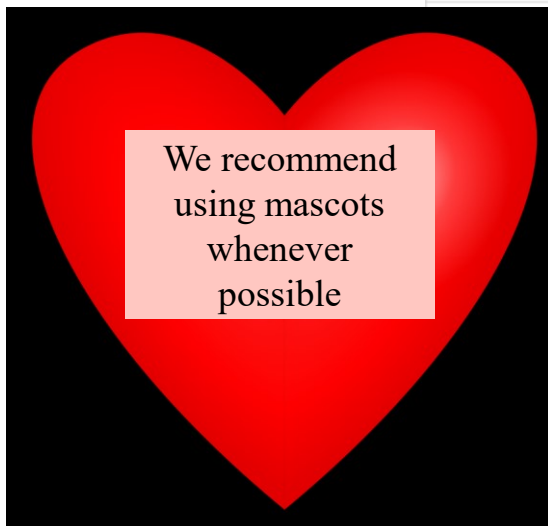
Project Buffer

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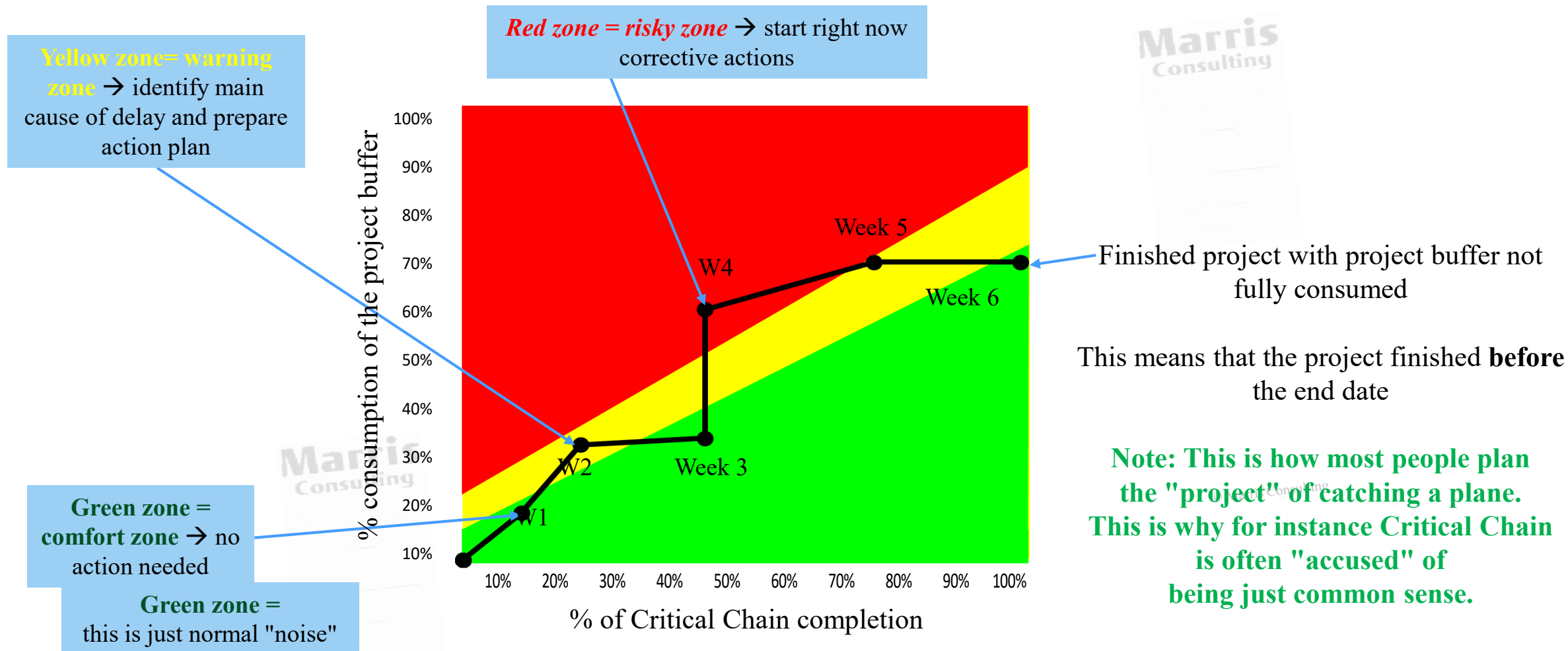
During project execution, we focus on the smooth and rapid execution of tasks on the Critical Chain

- The project is carried out according to the principle of the relay race throughout the Critical Chain.
- Having a mascot (a noticeable object) enables one to follow physically the successive offices and workstations the Critical Chain passes through.

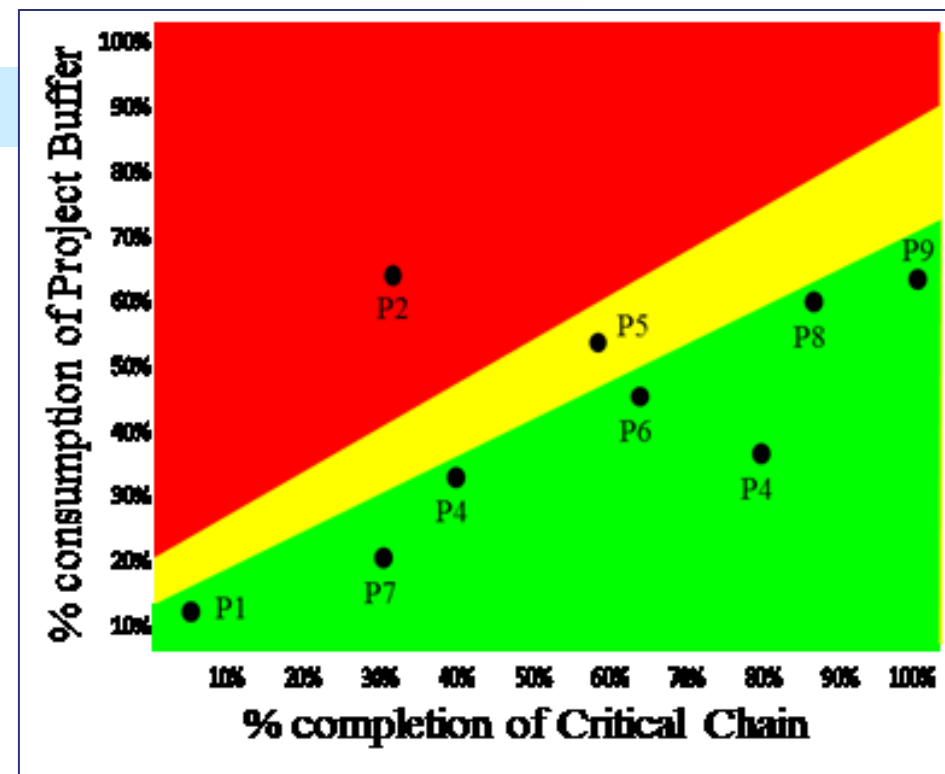


By asking less than 1% of the resources to run at any one time, the whole company that goes faster

The project Key Performance Indicator (KPI) the size of a post card: Project monitoring is much easier thanks to the **Project Fever Chart**

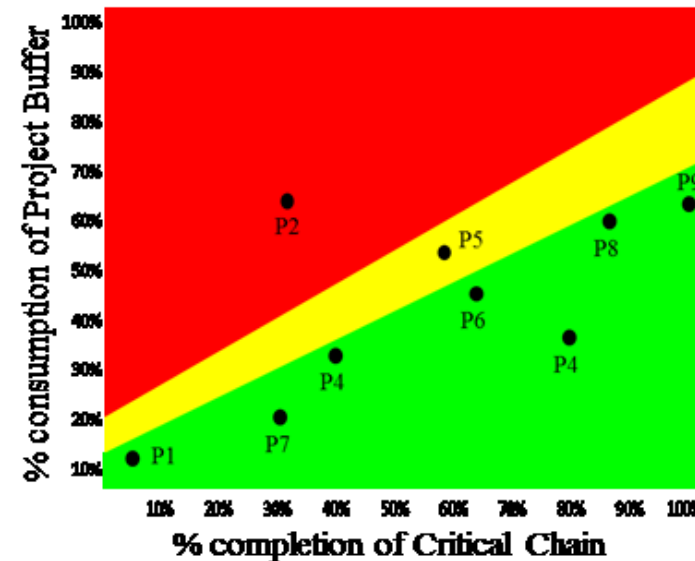


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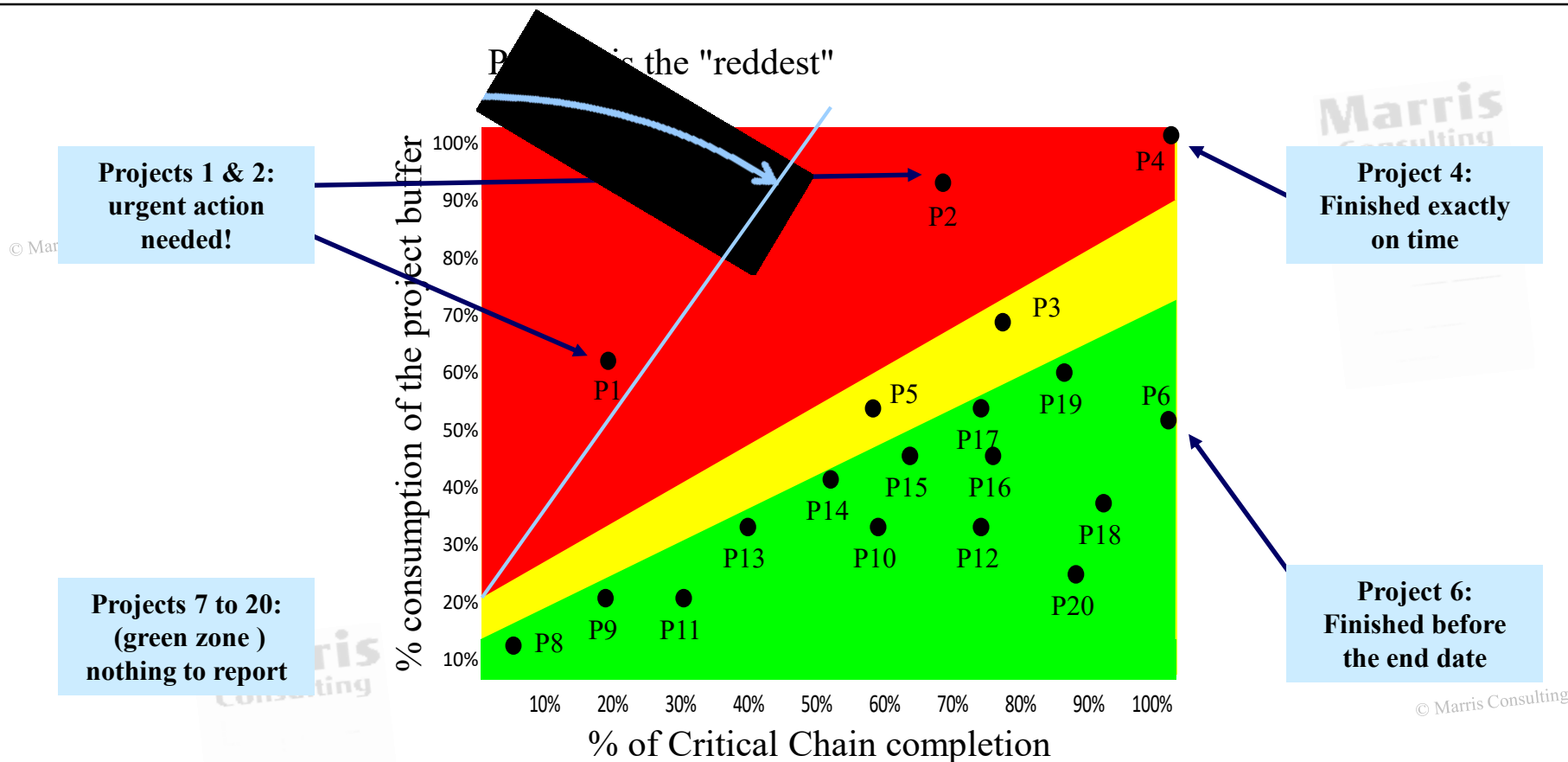
Managing a portfolio of projects with Critical Chain is actually very easy

- If each project in the portfolio is well planned taking into account the uncertainties, the available resources and practicing the "relay race" on the sequence of critical tasks – if each project has a good chance of finishing on time –, then managing a portfolio of healthy projects is relatively easy!
- All we need is to have a good system for identifying priorities allowing all actors to know their priority at all times by referring to a public and objective system.



The Portfolio Fever Chart: the dream in postcard format

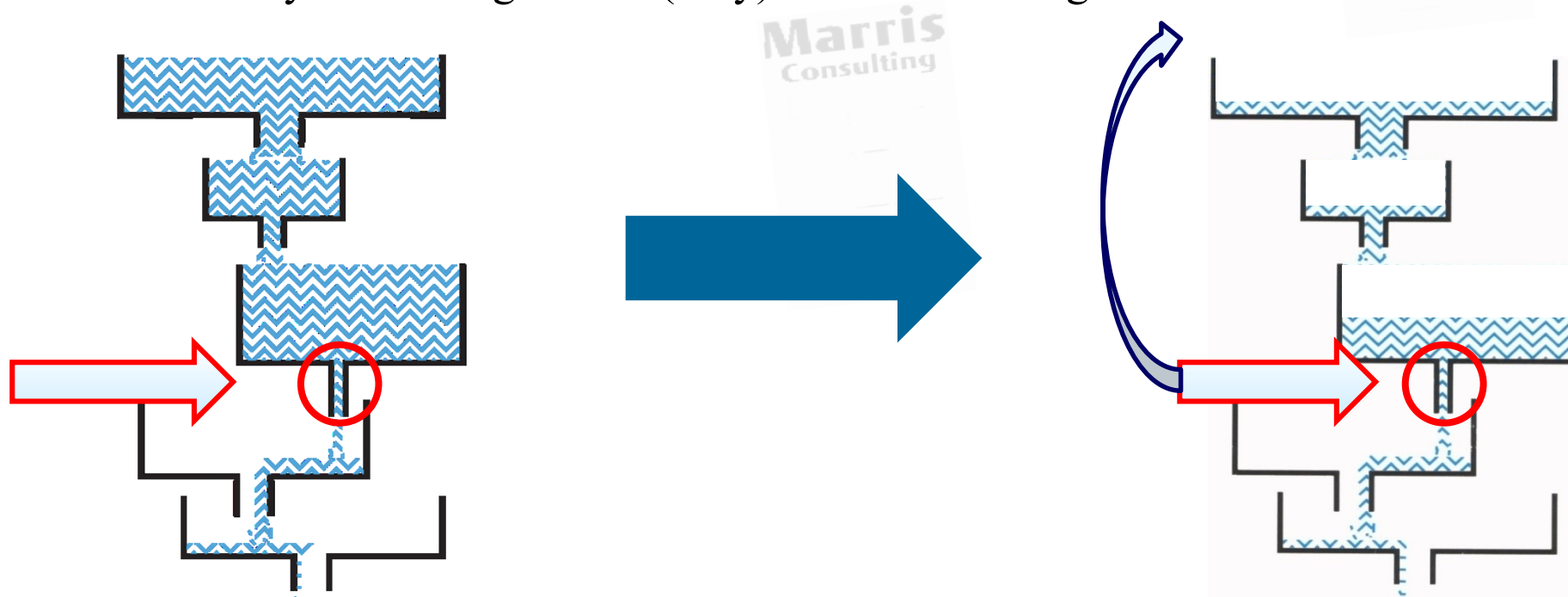
The Portfolio Fever Chart greatly facilitates dynamic arbitration between projects



The Portfolio Fever Chart helps to quickly track all the projects in the portfolio with objectivity and transparency

To limit the number of ongoing projects, do not launch projects too early

- Traditionally, people try to level resources between all projects
- With the Critical Chain approach, we only consider the capacity constraint
- Projects are launched according to the constraint's availability
- Thus we avoid unnecessary WIP that generate (very) bad multitasking



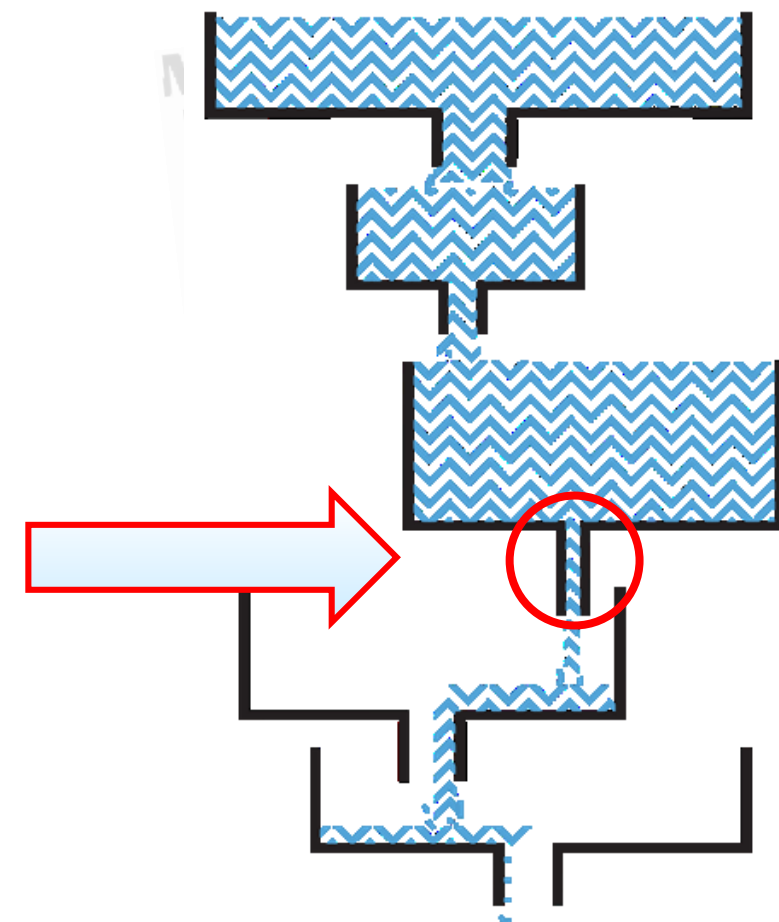
Project staggering helps reducing bad multitasking

- Levelling all the resources of a portfolio creates a large and complex domino situation
- Staggering means fixing the beginning of each project according to the availability of a pacing resource
- How to choose the pacing resource of a portfolio?
 - Where is the capacity constraint among the various resources used?
 - Where are the projects most likely to be stuck for the longest time?
 - Where are the projects most likely to cause bad multi-tasking?
 - Which is the department with the most important resources to exploit?
- When implementing CCPM there will nearly always be a transition phase during which the number of projects simultaneously active will have to be significantly reduced. There are 3 different possibilities: freezing some projects; killing some projects; using the 2 for 1 rule (launch 1 project when you have finished 2)

To finish your projects on time, start them later!

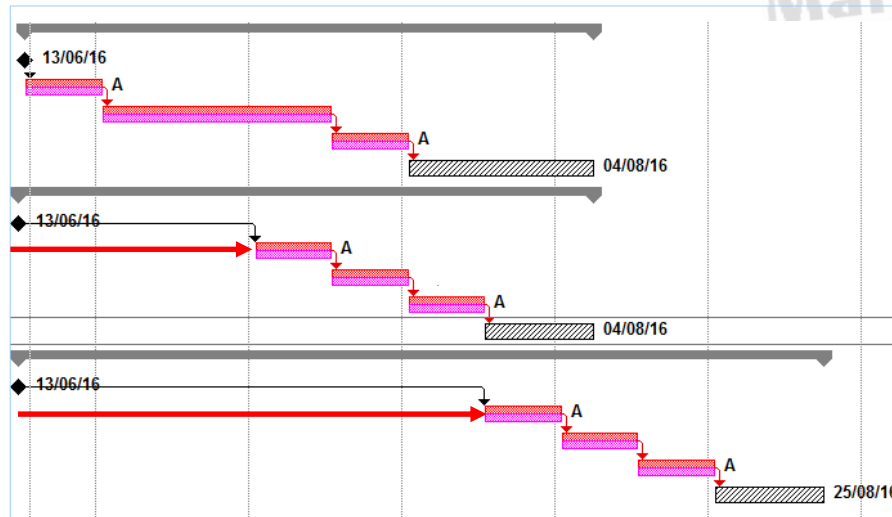
An organisation, that has a portfolio of projects, will then be able to focus on the efficiency of its critical resources and thereby increase the overall throughput

- The Theory Of Constraints considers that it is no longer possible for companies to distribute workloads evenly throughout the organisation
- In the real world there will always be one or two critical resources ("bottlenecks") surrounded by "non-bottlenecks"
- One hour lost on a constraint = one hour lost for the entire system
- To improve overall performance it is therefore sufficient to improve the throughput of just one or two critical resources
- For instance, in our product development experience, these are often:
 - Just one of the departments
 - Or one or two people with unique and/or critical competencies
 - Or the testing stages



The identification of the portfolio constraint is the key to determining realistic project due dates

- A project portfolio is a set of projects for a given resource pool. There can't be any resource contention between 2 project portfolios
- The projects start dates within a Critical Chain projects portfolio depend on the availability of the capacity constraint of the portfolio
- Shifting the start dates of the projects according to the bottleneck is called « staggering »



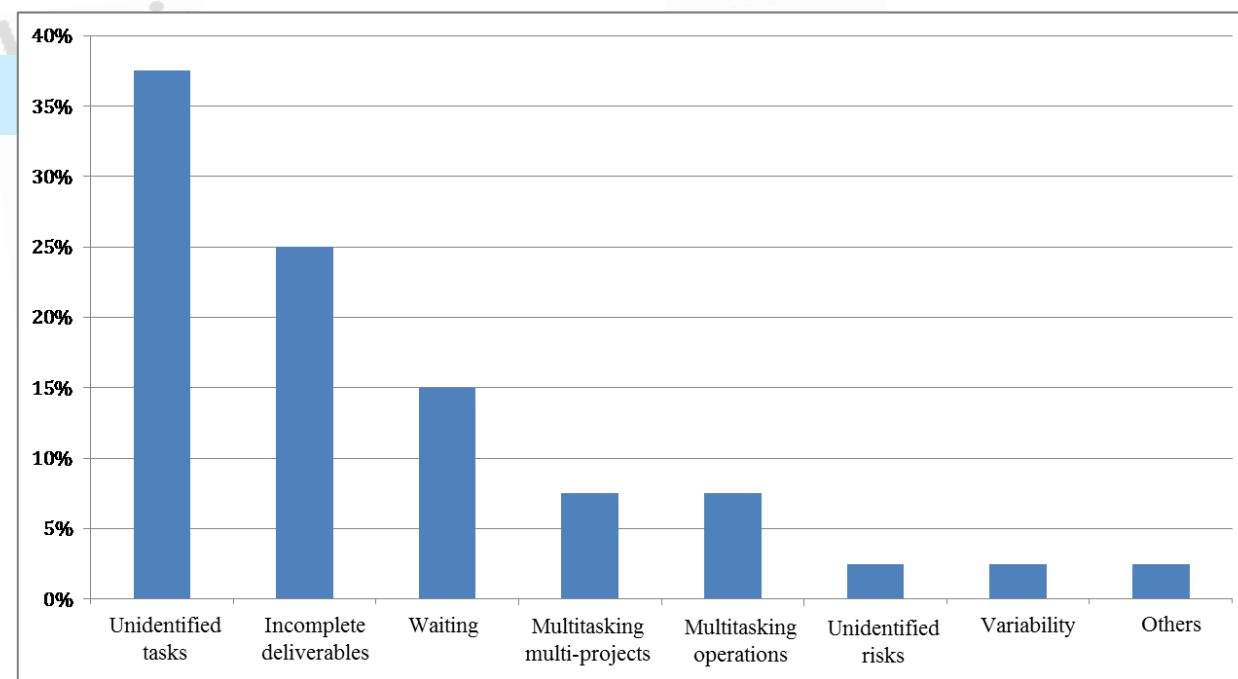
The start date of the second and third projects were shifted according to the availability of the resource A which is the capacity constraint of the portfolio.

→ = staggering of the start date

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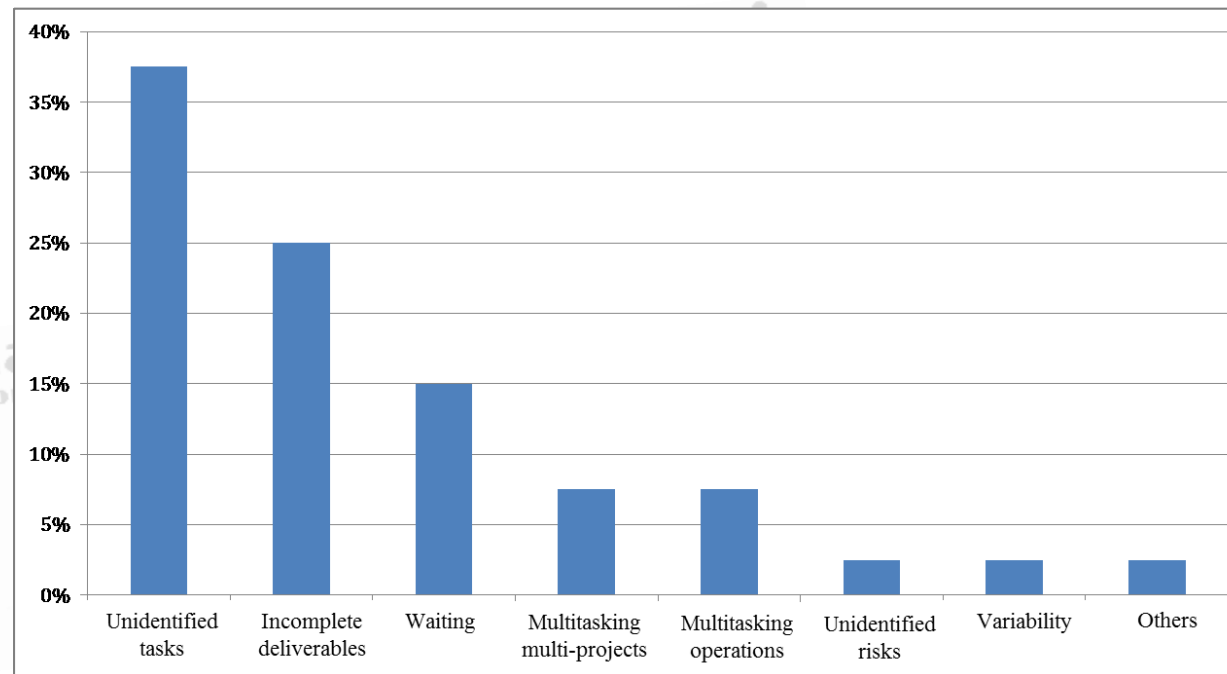
The staggering of projects reduces the work-in-progress

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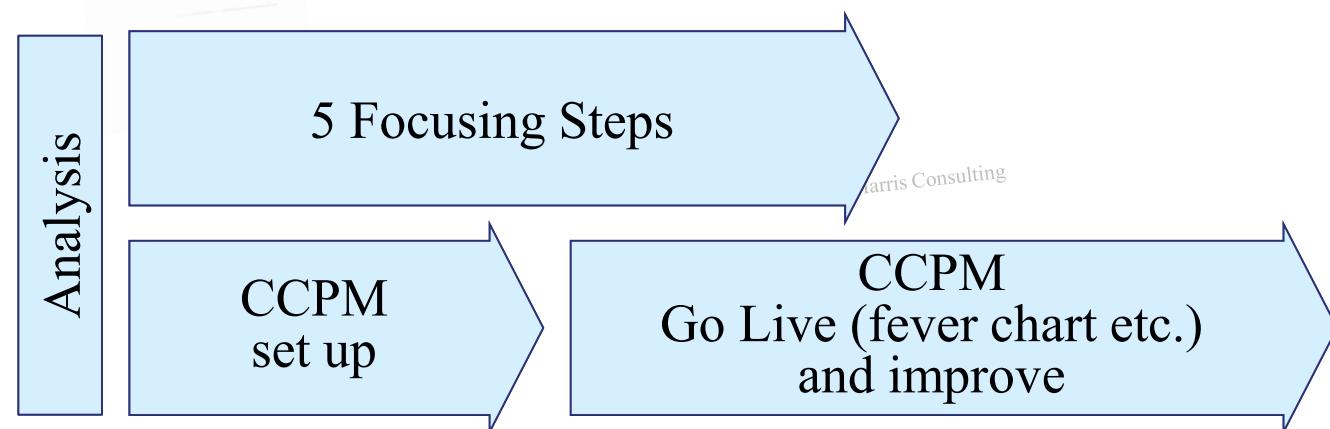


The analysis of the buffer consumption is the key to identifying what should be improved

- Each time an activity on the Critical Chain takes more time than initially planned, the buffer will be consumed in the same proportion. It is important to understand why the buffer is consumed, in order to start a process of project management on-going improvement.
- At the beginning of Critical Chain implementation, buffers are usually consumed because of wrong reasons, as shown in the example below:

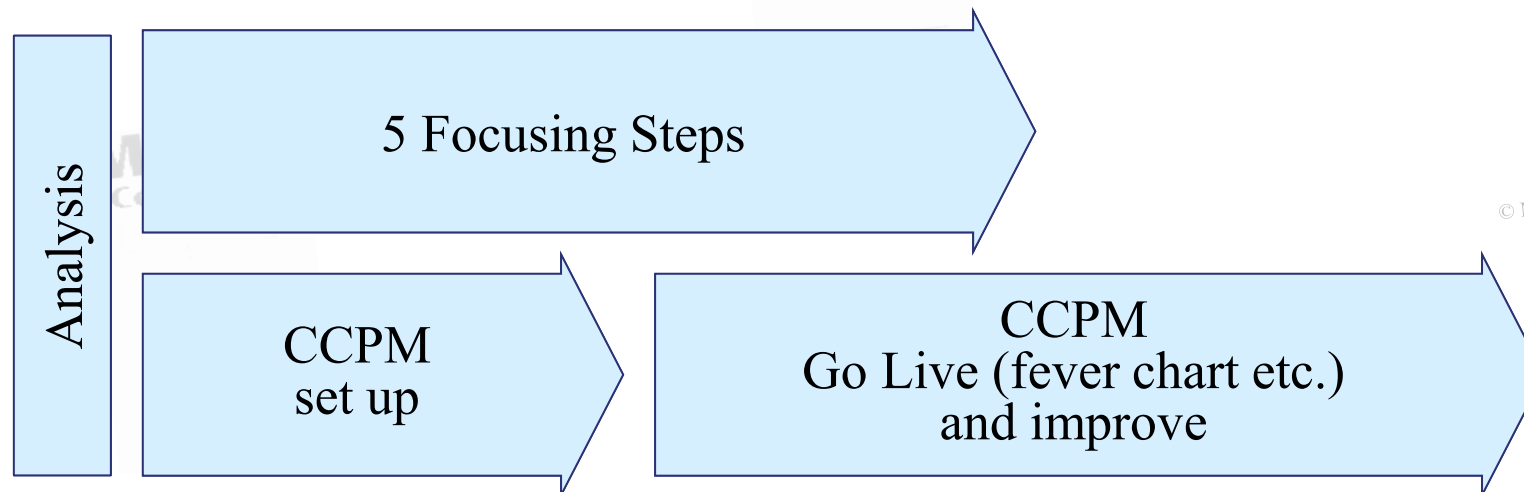


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You can kick-start a portfolio Critical Chain implementation by significantly increasing the performance of the portfolio's capacity constraint

- Capacity constraints in project portfolios can be immediately exploited to produce 2 or 3 times more. This can be done even before you go live with CCPM.
- This is done by using a simplified version of the Theory Of Constraint's 5 Focusing steps:
 - **Identify** the bottleneck (the capacity constraint) by finding the largest queue of work.
 - **Exploit** it better (often by reducing multi-tasking and removing extra, less important work).
 - This usually enables an increase of productivity of x2 or x3
 - So then you repeat the process by finding the new bottleneck.



We use just 3 of TOC's 5 Focusing Steps (5FS)

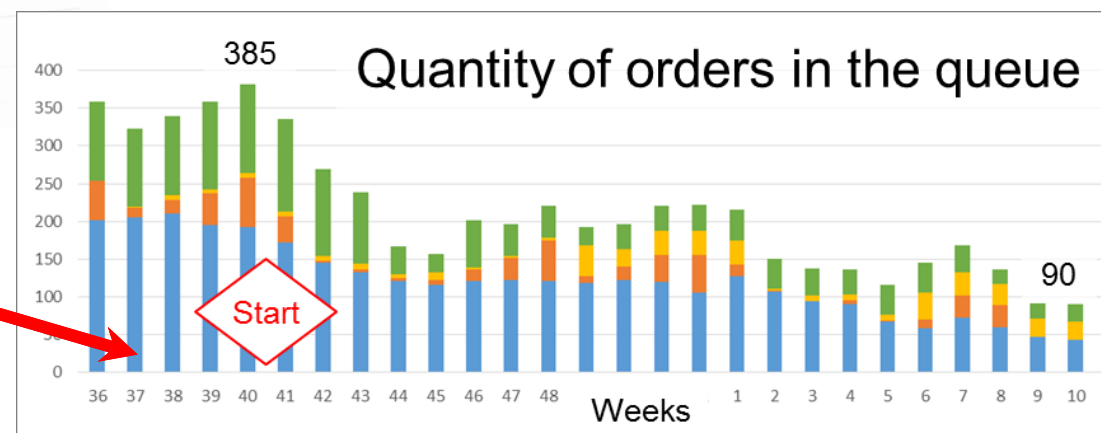
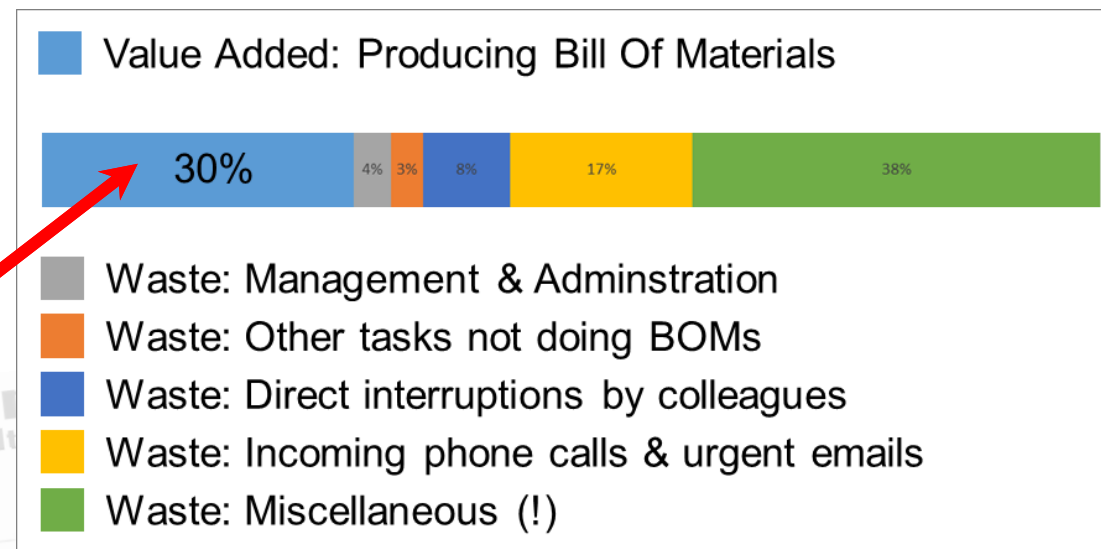
1. **IDENTIFY** the system's constraint(s).
 2. Decide how to **EXPLOIT** the system's constraint
 3. **SUBORDINATE** everything else to the above decision.
 4. **ELEVATE** the system's constraint
 5. **WARNING!!!!**
- If **in the previous steps a constraint has been eliminated, go back to step 1**,
but do not allow INERTIA
to become the system's constraint.

Example of world leader in luxury goods (>\$3 billion)

■ First iteration:

(of Steps 1 then 2 then 5)

- Bottleneck = Defining Bill Of Materials
(it had a 5 month queue in an 15 month process).
- DILO to analyse activity: 30% efficiency.
- Exploit
 - + 100% Throughput in one week
 - + 70% Throughput in one month
- Lead time reduction of 77% in 5 months.



(continued) Example of world leader in luxury goods

■ Second iteration:

- Bottleneck = Purchasing (ordering the components).
- Exploit = +60% in 2 weeks.

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■ Third iteration:

- Xxxxx machine shop.
- Currently being dealt with.

$$100\% + 70\% + 60\% = 230\%$$
$$\Rightarrow 230\% \text{ increase so far} \Rightarrow \mathbf{x\ 3.3}$$

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To achieve the project objectives, one must choose the most appropriate method or a combination of these two approaches

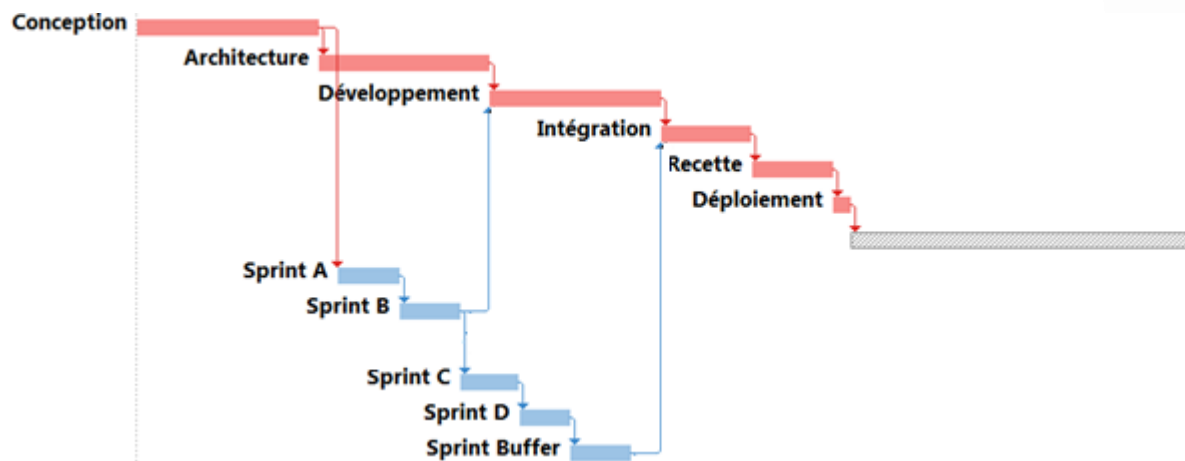
- The Critical Chain is particularly suitable to manage uncertainty in basic tasks times, scarce resource management and multi-project conflicts. An Agile approach is better suited to handle high uncertainty in customers' needs / requirements.

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	AGILE	CRITICAL CHAIN
Pros	Reactivity and autonomy of the project teams - Improvement of the relationship with the customer	Respect of project deadlines, overall vision of the project - Taking into account the capacities of the company
Cons	Blurred long-term vision of the project The (expensive) need to perform tests throughout the project	The Critical Chain method requires a strong change in the corporate culture. The project buffer must be understood and accepted by the management.
When must it be used?	On projects where an iterative process is possible (example software development)	On all types of projects (as long as the need is clearly defined)
Other differences	Project teams are dedicated to a project and autonomous, there are no resource conflicts between projects	The Critical Chain can integrate the Agile method, the opposite does not seem feasible.

In projects using both methods, SCRUM sprints can easily be integrated in a global CCPM schedule

- Each sprint is modelled as a fixed duration task (without variability by definition) with a dedicated team.
- An additional sprint acts as a functional and temporal buffer (see sprint or scope buffer). Its duration and its variability are according to the level of risk that one wishes to take on the content (user stories) and the point of integration with the global planning.
- The product backlog tracking permits to update the sprint buffer and update the overall Fever Chart.
- The duration of the sprint buffer is refreshed based on the remaining work and the updated velocity (number of story points completed per week).



An alternative that we often recommend is to use content boxing rather than time boxing eg. One week sprints

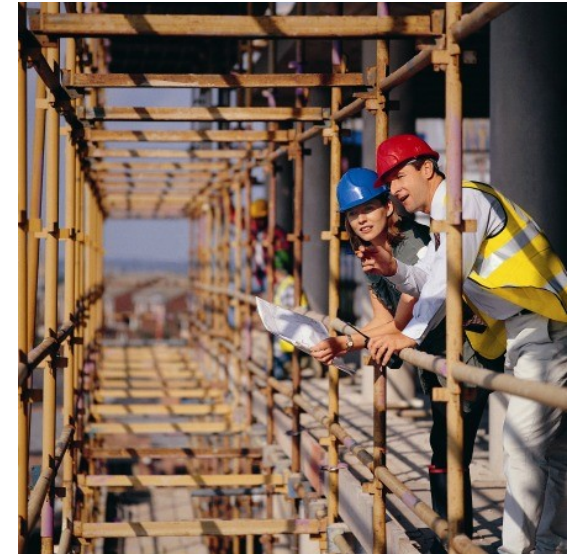
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4. Critical Chain execution
5. Critical Chain Portfolio Management
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Consulting



Critical Chain can improve any type of project

- New product or service development (project or portfolio)
- Non-repetitive Engineering To Order (ETO) and Make To Order (MTO)
- Construction projects, public works and large engineering projects
- Maintenance, Repair and Overhaul (MRO)
- Software development
(often associated with an "Agile" approach like Scrum)
- ERP implementations
- Etc.

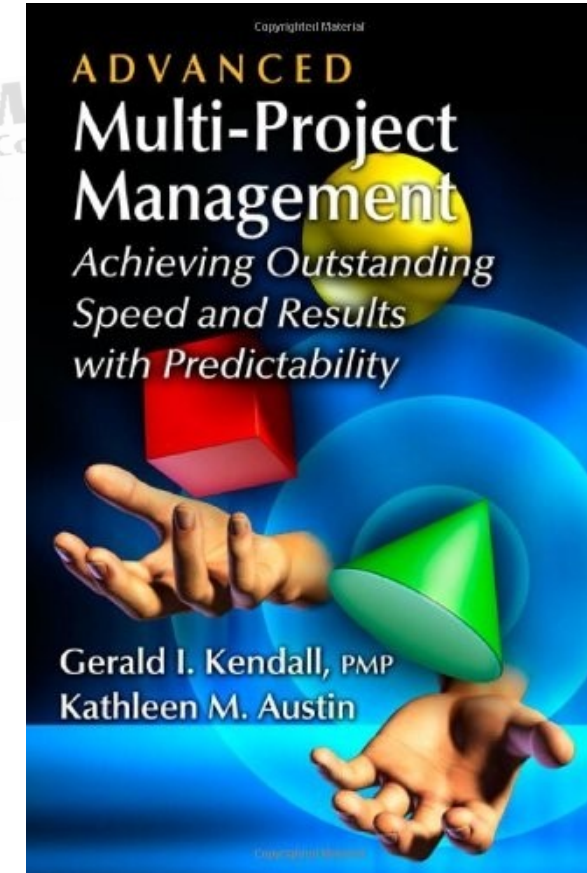


Since its appearance more than 20 years ago,
the Critical Chain has been implemented thousands of times

- There are probably over 3,000 cases in the world today
 - Many of them in the USA where CCPM first got traction
 - but also in certain other countries: Japan, India, Israel, France, ...
- Over 500 cases documented (and about 300 others currently being validated)
 - See Gerald Kendall et Kathleen Austin: Advanced Multi-Project Management, J. Ross Publishing, 2013.
 - And the list that we are building up on our CCPM website (currently only in French): www.chaine-critique.com
- In the next few pages we will:
 - Present a list of 91 CCPM projects for which the results have been publicly documented.
We (Marris Consulting) regularly update a list of CCPM cases worldwide so it is recommended to check regularly as the list is completed.
 - Present in more detail a dozen cases most of which are Marris Consulting clients

A list of >350 companies using Critical Chain

3M, ABB, "ABB AG, Power, Tech. Division", ABB Cordoba, ABB Halle, Abbott Labs, Acccoat, "Action Park, Multiforme Grupo", Adirondack Oral & Maxillofacial Surgery, Advanced Energy Technology, Advasense Technologies, Aerojet Corporation, Agilent Technologie, AHIS-St. Vincent Health, Air Force Institute of Technology, "Airgo Networks, (Qualcomm)", Airshow Inc., "Alcan Alesa, Technologies", Alcatel, Alcatel-Lucent, Alfa Lava, Alna Software, AMCC, AMD, Amdocs, American Rubber Products, AMGEN, Andover Healthcare Inc., Applied Plasmonics, AREVA, Arterain Medical, Atomic Energy of Canada Ltd., Avaya, Avitronics, BAE Systems, Balfour Beatty, Barco, Baxter, Bell Canada, BHP Billiton, Bimba Manufacturing, Boeing (Military), Boeing Space & Intelligence Systems, "Boeing Wing, Assembly", Bosal, Bosch Rexroth Ltda., Boston Scientific, Bovis Pharmaceuticals, BP Oil, Brice Manufacturing, BT Radianz, BVR Technologies Company, C.F. Roark Welding & Engineering Co. Inc., C.N. Cotrentes, CAE USA, "California, Department of Corrections", Callaway Golf, Celite Corporation / World Minerals Columbia Industries, Celsa Group, Central Dupage Health, Central Nuclear Almaraz Trillo, Chrysler, Clopay, Coca-Cola, Colgate Palmolive, Computer Sciences Corp, Confluence UK, Conoco, Converge Medical Inc., Corning Cable Systems, Cray, Inc., Cueros Industrializados del Bajío S.A., Cytori Therapeutics, Inc., DaimlerChrysler UK, Danfoss, Danisco (Genencor), Del Monte Foods, Delta Air Unes, Inc., Delta Faucet Company, Detroit Diesel Reman-West, Dr. Reddy's Laboratories, DuPont, e2V Semiconductors, Eastman Kodak Company, ECI Telecom Ltd., Eclozion Informatique, Edwards Lifescience, eIRcom, Embraer, emcocables, Emesa, Erickson Air-Crane, Ericsson, Estonian Telephone, Ethicon, ExxonMobil Chemical, Fairchild Semiconductor, Fisher Controls, Fluid Brasil Sistemas E Tecnologia, Fluke Corporation, FMC Technologies, Fonterra, French Air Force, Fuel Cell Energy, Gambro Healthcare, GE Industrial Systems, General Dynamics, Gillette, GlaxoSmithKline, Graftech, Hach, Halliburton, "Hamilton Beach, Brands, Inc.", "Harris, Semiconductor", Hawker Beechcraft, Heineken, Heineken, Spain, Henkel, Hewlett Packard, Hitachi Computer Products, Honda, Honeywell, "HP Digital Camera, Group", IBM, IKEA Trading und Design, Ismeca Europe Semiconductor, "Ismeca, Semiconductor", ITT Canon, ITT Corporation, ITT Space Systems, Johnson & Johnson, Kawasaki Heavy Industries, Ltd., Kraft Foods, L-3 Communication Systems, "Letourneau, Technologies Inc.", Lockheed Martin, Lord Corporation, LSI Logic, LSI Logic, Lucent Technologies, M&M Precision Systems, Marshall Industries, Marvell, McKee Foods, Medtronic, Medtronic, Medtronic, Europe, Medtronic, Inc., Merck Medco Managed Care, Merichem Chemicals & Refinery Services, Microsoft, Milwaukee Forge, Motorola, NASA, Nike, Northrop Grumman, Numonyx, Oregon Freeze Dry, Owens-Illinois, "Oxford-Radcliffe, Hospitals, UK", P&G Pharmaceuticals, Pharmacia, Philip Morris, Philips Semiconductors, Pioneer, Portsmouth Naval Shipyard, Puget Sound Naval Shipyard, Qualcomm, Railcare Wolverton, UK, Raychem, Raytheon, Rex Materials Group, Roche Diagnostics, Rolls Royce, RSA Security, SAAB Avionics, SanDisk, Sapient, Seagate Technology LLC, Shea Homes, Siemens, "Siemens Generator, Engineering", Skoda Power, Skye Group, Sony Ericsson Mobil Communications, Spectranetics, Spirent Communications, Spirit Aerosystems, Sprint, Sun Microsystems, Sylvania, Symbian, Tadiran Spectralink, Tata Steel, Tecnobit, Tektronix, Tellabs, Tenet Health Care, The Boeing Company, ThyssenKrupp, Timco, Tripod Data Systems, Inc., TRS Refrigeration, TT Technologies, Tundra Semiconductor, Tyco Electronics, Tyco Healthcare, U.S. Air Force (multiple bases), "U.S. Army Fleet, Support", "U.S. Army, Corpus, Christi", "U.S. Marine Corps, (Multiple bases)", Unilever, United Behavioral Health, UPC Technology, US Air Force, Valley Cabinet Works, Vascore Medical, Ventana, Volvo, Von Ardenne, Workscape, Xerox Corporation.



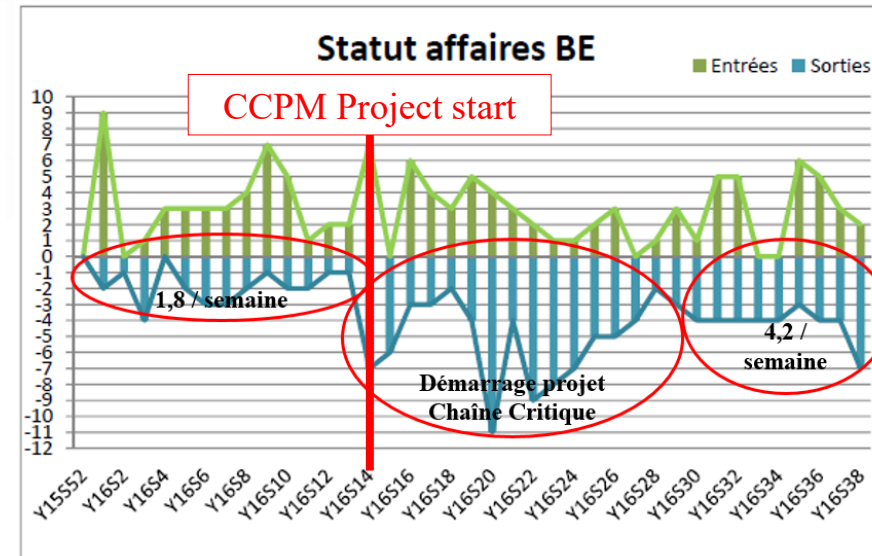
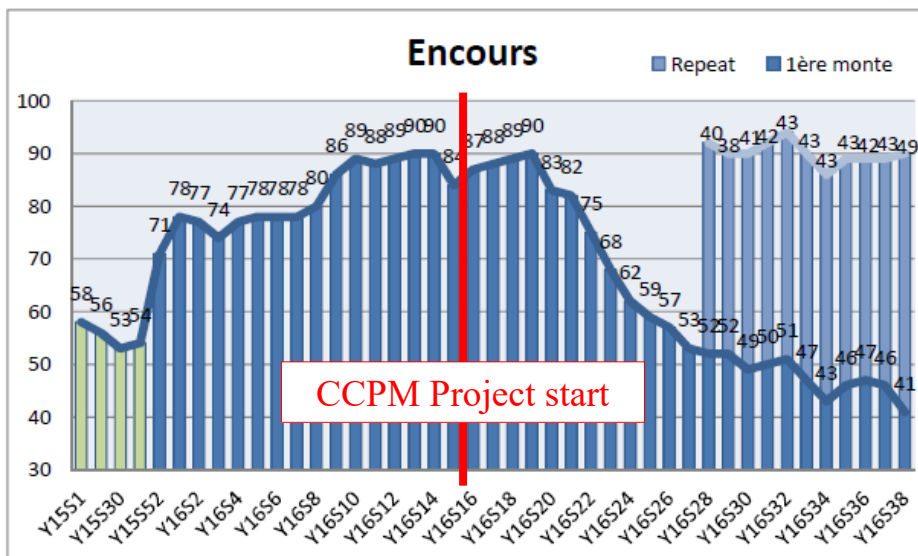
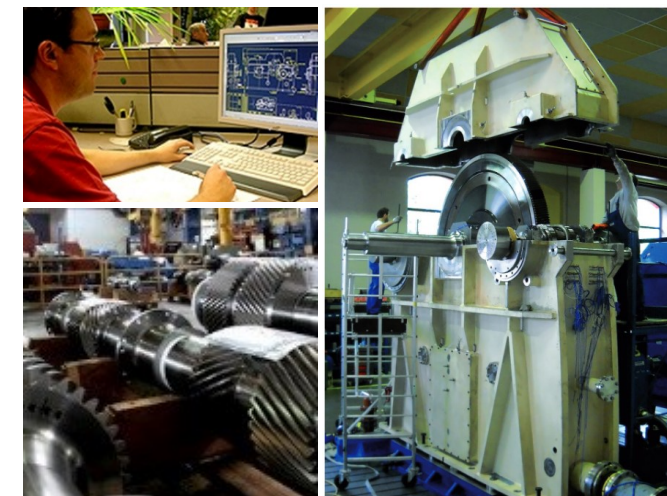
Source: "Advanced Multi-Project Management Achieving Outstanding Speed and Results with Predictability" 2013 book by Gerald I. Kendall & Kathleen M. Austin. Appendix

A Engineering To Order and Make To Order company

Lead-times divided by 5 and productivity more than doubled

- Part of a large heavy industry manufacturer (>300,000 people).
- The capacity constraint / bottleneck was in the Design Office in the Engineering Department. It was flooded: 90 projects in progress, 50 weeks of lead time, 1,8 projects (designs) finished per week.
- The results: lead times divided by 5 and Throughput and productivity improved by 130%
 - Before: 90 projects in WIP, 50 weeks average to complete, 1,8 projects finished per week.
 - Today: 41 projects in WIP, 10 weeks average to complete, 4,2 projects finished per week.

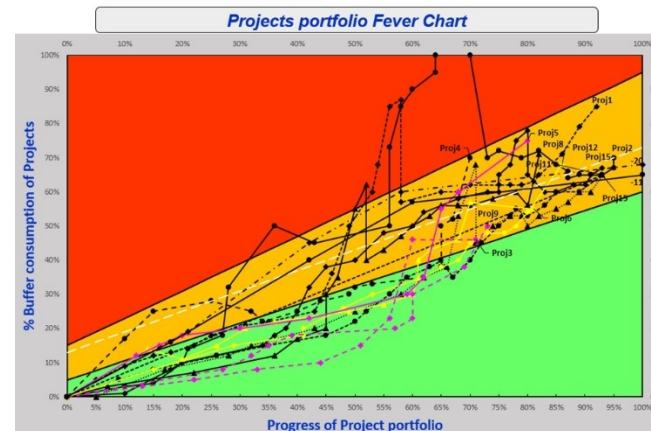
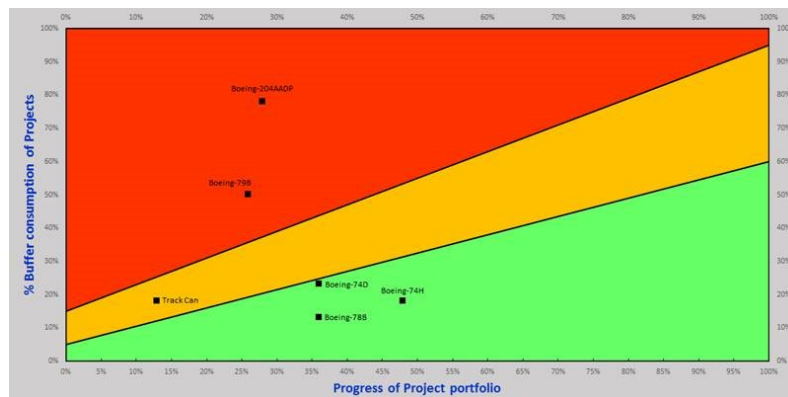
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South African aeronautical equipment manufacturer

New Product Development + ERP implementation + Large improvement projects

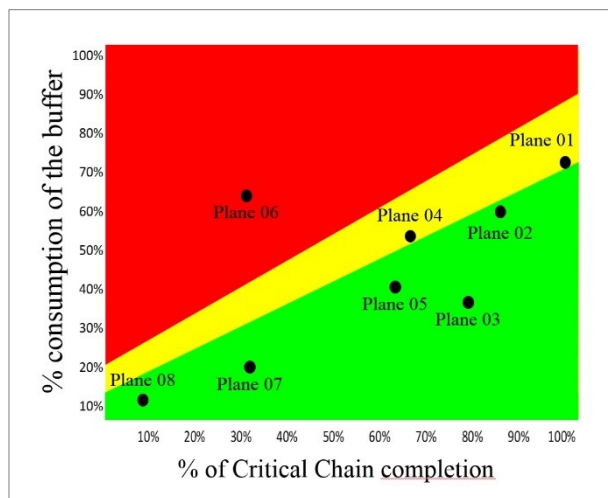
- 700 people facility. Very diversified product range. Suppliers of Boeing, Airbus, Spirit Aero, Safran, ...
- Implementation of Critical Chain Project Management for all their projects:
 - Especially the development and industrialization of their new products and processes.
 - An ERP implementation project (a major change of software version).
 - Their large "Process Of On-Going Improvement" projects such as the complete warehouse restructuring and modification of associated processes.
- Significant improvement in: project durations, on time finishing, projects completed per month, visibility, what-if modelling, employee satisfaction ...
- This company applies the Theory Of Constraints to all of its operations: projects, production, purchasing, strategy & tactics.



MRO – EMEA Maintenance Centre for Executive Jets

Executive Jet Turn Around Time reduction

- Deployment of Critical Chain for dynamic scheduling of the work of mechanics.
- Initial pilot: "C-Check" maintenance or "96 month check".
- Reduction in aircraft downtime duration of over 50 % (from >10 to 5 weeks). Current target is to further reduce to 3,5 weeks.
- Increase of labour productivity of more than 70%.
- Reduction in the level of stress. Stability and clarity of the priorities set by management. Reduction in multitasking.
- Implementation of "pipelining" of aircraft. Development of a hangar portfolio Fever Chart.

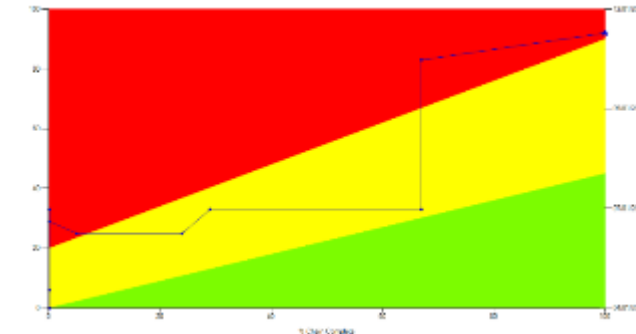


See the YouTube video testimonies on the Marris Consulting channel

European leader for aeronautical equipment

Rapid factory plant layout transformation

- To simplify and improve product flow in the factory a new layout for the mechanical parts machining workshop required the relocation of about 70% of the plant machinery (45 machines)
- Initially the "traditional" project was planned over 8 weeks. But the non-availability of the plant for such a long time was considered unacceptable.
- The project was therefore managed using the Critical Chain approach.
- Critical Chain allowed several hypotheses to be tested (necessary resources and equipment, project preparation phase, etc.) and validate the best scenario to relocate the machines in compliance with the time constraint.
- After several optimisation loops a CCPM project was constructed with a planned 8 day duration.
- Monitoring and project execution with Fever Chart and project buffer management was used.
- The project ended successfully 4 hours early even though 1,5 day were "lost" when they discovered that a machine could not be installed where they had planned.

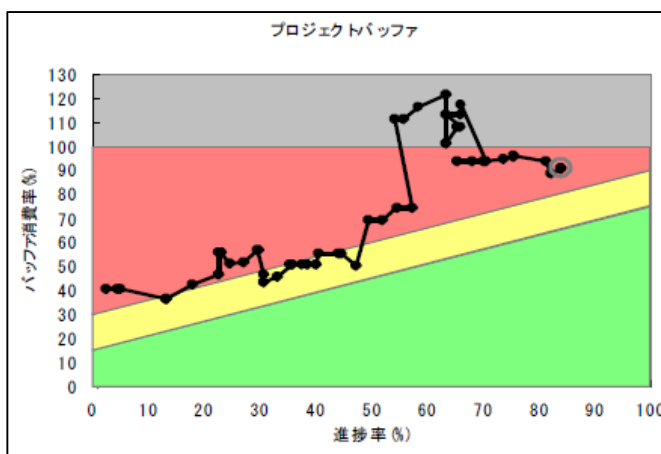
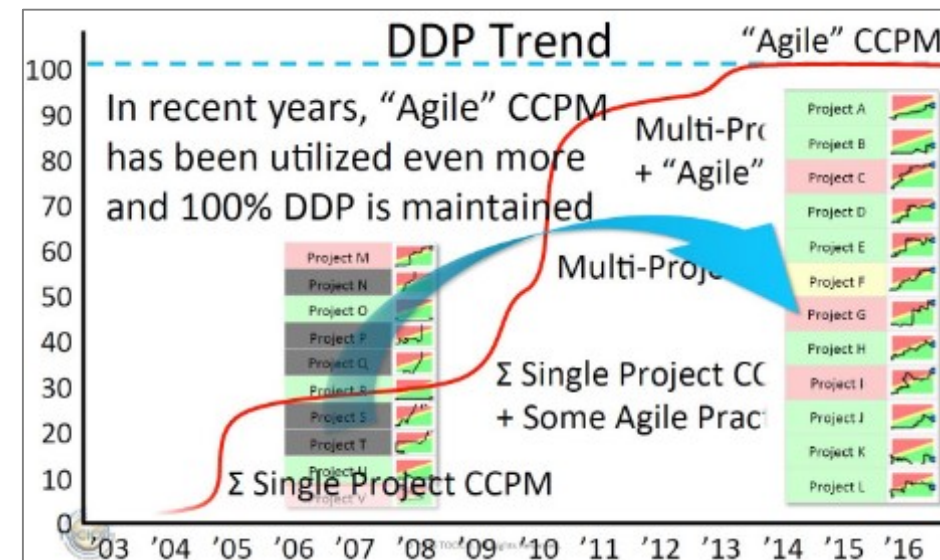


Project duration reduced from 8 weeks...to 6,5 days!

Mazda, car manufacturer

After a 10 year roll out the first complete cars "Made by ToC" are now available


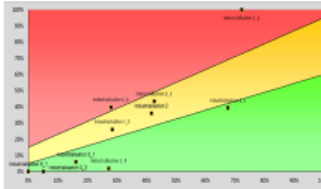
- Initially used to develop a new engine family, SKYACTIV.
- Project duration was divided by 2 and cars using that engine (CX5, Mazda 6, ...) won 73 rewards around the world in 2012 and 2013.
- Notable increase of New Product Development capacity & increase in productivity.
- CCPM then rolled-out to all the company's development projects.
- Note: This is not a Marris Consulting reference.



And there are many more

Equipment manufacturer for aeronautical industry
New product development and industrialisation portfolio

- European leader in aeronautical equipment: flight control systems, aircraft engines, ...
- The Critical Chain approach was applied to the entire New Products Development and Industrialisation portfolio of one of the factories in 4 months.
- Average project duration reduced by more than 50%.
- On time delivery improved spectacularly.
- Number of projects completed per year increased significantly.
- Recognized as a very powerful decision making tool:
 - Very easy arbitration of resources allocation between different projects.
 - Possibility to simulate the consequences of forcing a new project into the portfolio on the other projects.
 - Etc.



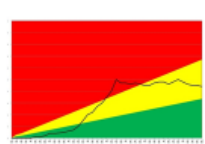
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European leader in water meters
Time To Market reduction using CCPM & Lean Engineering

- Implementation of CCPM on the whole portfolio. Pilot, family portfolio & roll out.
- Project durations were reduced by several months.
- Very significant impact on the due date performance of their New Product Development.
- Development of 6 different standard WBSs for each family of project.
- Used CCPM to reply to a mega Call For Tender which they won. The project was then executed using CCPM.
- Re-engineering of the Critical Chain after 6 months to design out some sub-contractors.
- Mascots were used for each project with great success.


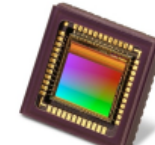
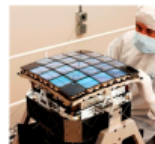
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e2v – Manufacturer of complex electronic components
The first company to implement CCPM in France (in 2007)

- The Grenoble facility (>400 people) designs and produces very high technology silicon chips for: aeronautical, space, medical and many other industries.
- All its development activities (R&D, products, process) are managed as projects (concept – design – validation – industrialization – production).
- After many years of using the Critical Chain approach they continue to improve year by year: faster and faster, more and more efficient, nearly perfect reliability.
- Control and high speed execution of their projects is crucial in their business. Their results have allowed them to conquer many key markets.
- Note: This is not a Marris Consulting reference.

	Av. Planned project cycle time (months)	Av. Lateness (%)	On time (%)	Av. Actual duration (months)
Before CCPM	27	55	25	38
Results up-to-date	19.5	20	64	23
Improvements	28%	64%	156%	40%



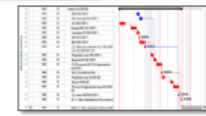
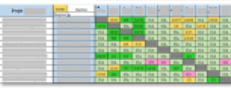
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European leader in aeronautical equipment
Development of a complex avionics system

- Deployment of Critical Chain on a complex pilot program (14 work batches, 10 000 tasks, 150 people on 4 different sites).
- Development of 14 schedules (1 planning per work batch) converted to the Critical Chain principles.
- Development of a scheduling synchronization system for the overall program planning.
- Management of multiple end/exit points and therefore of several simultaneous Critical Chains within the programme.
- Huge improvement in visibility and quality of project monitoring.
- Focus on Critical Chains and acceleration of project execution.
- Control of exchange of deliverables and linkage between the work batches (critical and spectacular).
- In view of the success of the pilot project summarized above the company is currently generalizing Critical Chain to the entire Business Unit (>1,000 engineers, 60 new product programs, 5 different facilities).


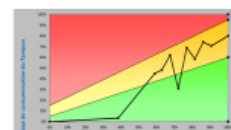
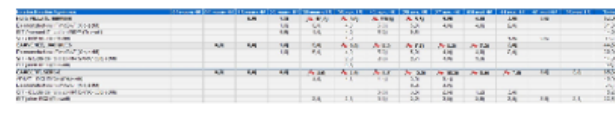
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French terrestrial armament European leader
Critical Chain to manage several key projects

- Implemented Critical Chain combined with Agile / Scrum to manage the portfolio of projects.
- Solved numerous problems of key critical resources that were involved in several different projects simultaneously.
- Created a CCPM based system to reply to the large Call For Tenders with as a result a very significant increase in the speed and quality of the proposals. This involved managing conflicts between projects and Call For Tenders that were inserted into the portfolio with short response times.
- Implemented Fever Charts to follow all projects and dynamically arbitrate all resource conflicts.


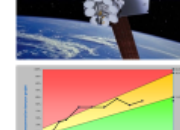
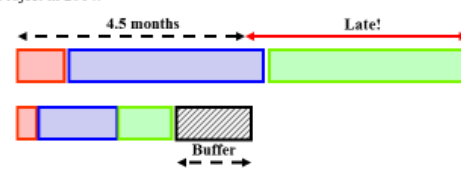
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Space industry European leader. CCPM to save a crucial overdue project
Project duration reduced from >9 months to <4.5 months and delivered on time

- One of the major actors in the design and production of satellites in the world. More than 7,000 employees.
- Just a few months before the Critical Chain implementation, management had no visibility on the odds of meeting the promised end date for the completion of a satellite. A quick audit showed that it would end at least 5 months late.
- More than 100 million € at stake if the satellite was late and political embarrassment with a foreign nation.
- Thanks to the Critical Chain approach, the project went back on track and local final testing was optimized until the last minute.
- Project in 2014.

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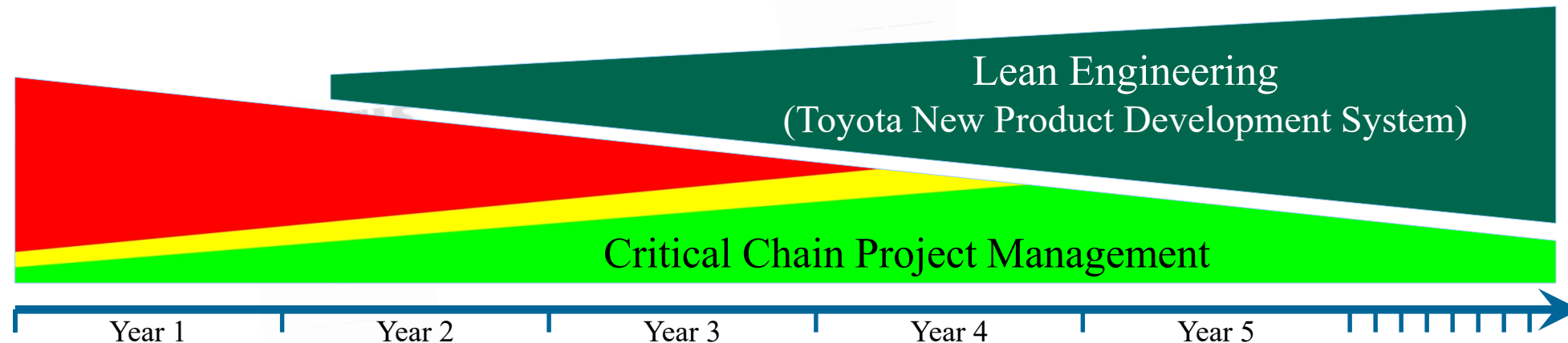
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For new product development projects, the Critical Chain allows manufacturers to embark on a "Lean Engineering" journey

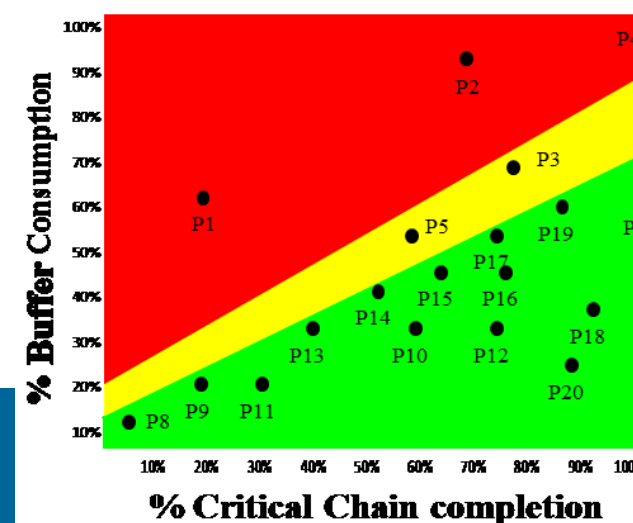
- The main advantage of Toyota today is not in its production system but in its Toyota New Product Development System (see Allen Ward & al.)
- But this "Lean Engineering" is not accessible if the development activity is frenetic and barely under control ... we will never find enough time to "do Lean Engineering".
- We recommend using the Critical Chain first to bring product development under control and then test Toyota's bold product development system.



Summary of the Critical Chain way of managing project portfolios:

- The only important goal is to finish your projects on time, within budget and conform to specifications.
- Safety buffers are reduced and mutualized into project and feeding buffers.
- Monitoring of project execution with a Fever Chart: a simple and efficient visual management.
- Ensuring the proper and smooth execution of Critical Chain tasks (relay race and mascots) to execute projects faster.
- Projects are sequenced to limit the work in progress and devastating multitasking. We avoid launching projects too soon.
- Resource conflicts between projects can be easily, objectively and dynamically managed using the Fever Chart.
- Thanks to the focus on the capacity constraint the productivity of the whole business increases significantly.

Results	Average
Project durations	- 39%
Number of projects completed in a given time	+ 70 %
Throughput	+ 53%



*Critical Chain enables you to take control of your projects portfolio...
...do you dare to finish all your projects on time?*

Come to the annual conference of the TOCICO in Paris in June and learn more about Critical Chain and the Theory Of Constraints

- Paris, 22nd to 24th of June
- Lots of world class presentations by (awaiting confirmations): Embraer, Procter & Gamble, McDonalds, BAE Systems, etc. and lots of world class Theory Of Constraints experts.
- But don't wait until June to start implementing Critical Chain!

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TOCICO International Conference 2020 Paris

Save the date!

June 22-24, 2020



Thank you for your time

Any questions?

To learn more please do have a look at the
40 page appendices: books, videos,
websites, news, discussion groups, etc.

Please feel free to connect with me on LinkedIn

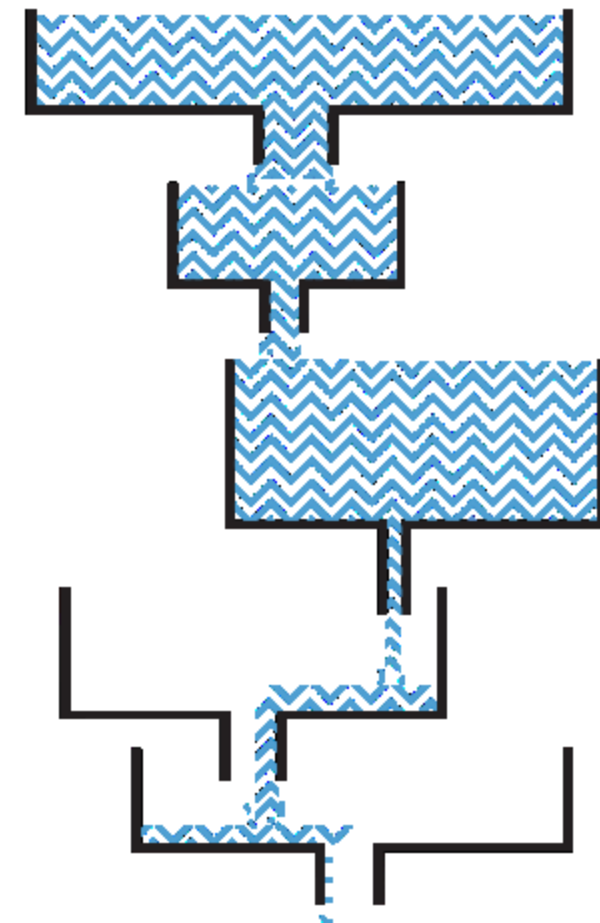
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Appendices

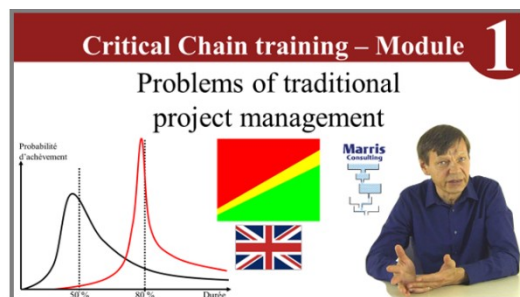
11. Appendices (over 30 pages)



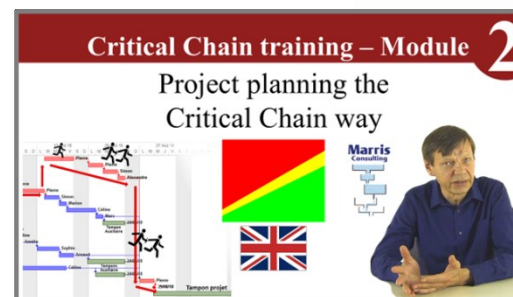
A series of 4 videos of 20 minutes summarizing Critical Chain Project Management

- On Marris Consulting website and YouTube: <https://www.marris-consulting.com/en/critical-chain-project-management-videos/critical-chain-project-management-series> (2 versions: English and French)

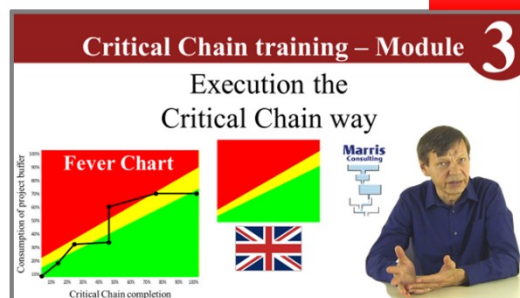
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English



Training extract Critical Chain Project Management

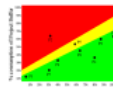


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Critical Chain Project Management
Will you dare to finish all your projects on time?
- Training material -



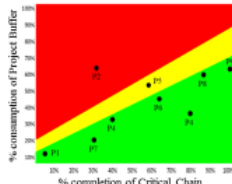
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Factories, People & Results


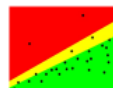
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Critical Chain – Will you dare to finish all your projects on time?
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Critical Chain Project Management
Advanced
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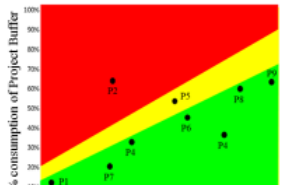
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Factories, People & Results

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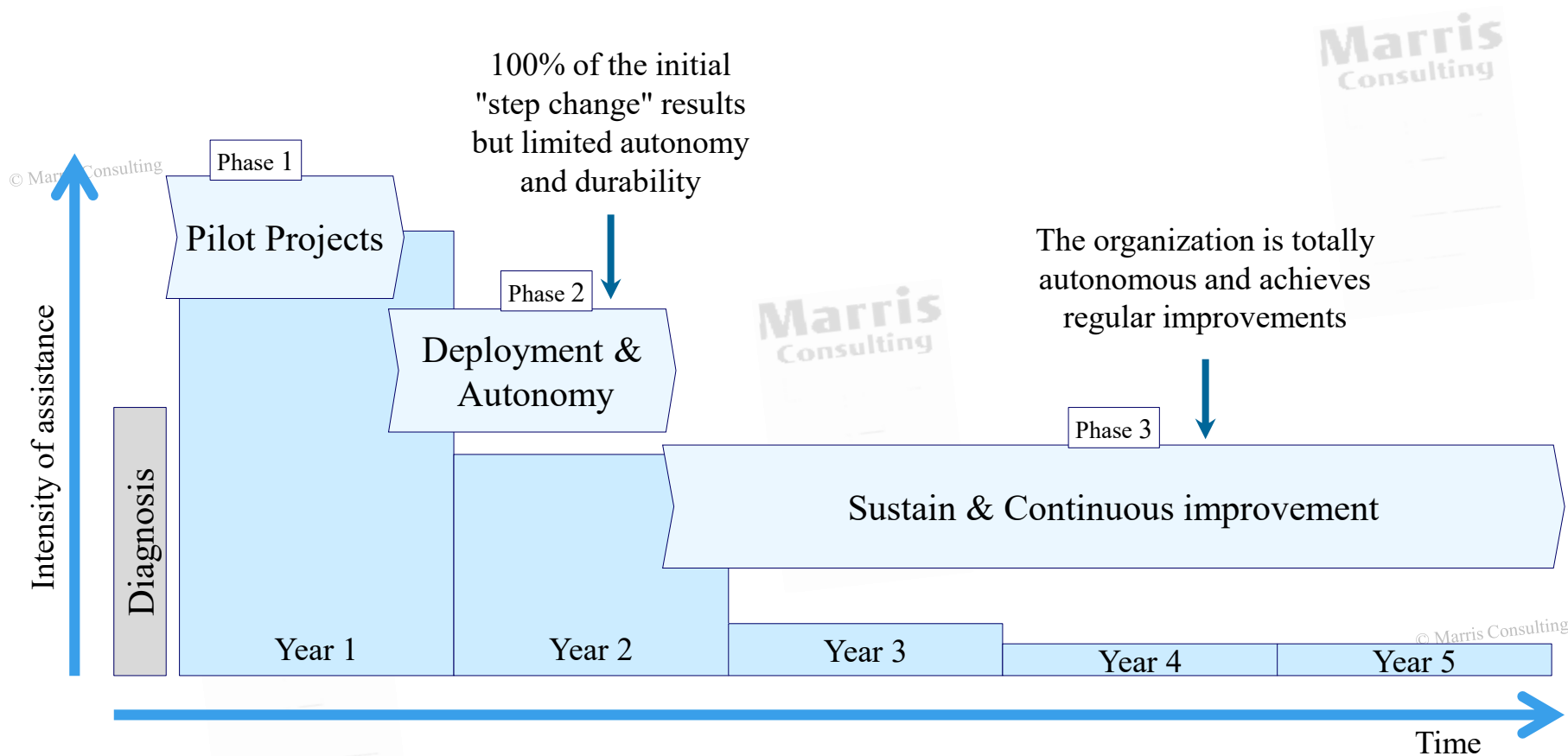
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3. Identification of the capacity constraint in the project environment
4. Monitoring of project portfolios the Critical Chain way
5. Communication with customers
6. Focused continuous improvement
7. Critical Chain, Lean Engineering & DFSS
8. CCPM software solutions comparison
9. Conclusion



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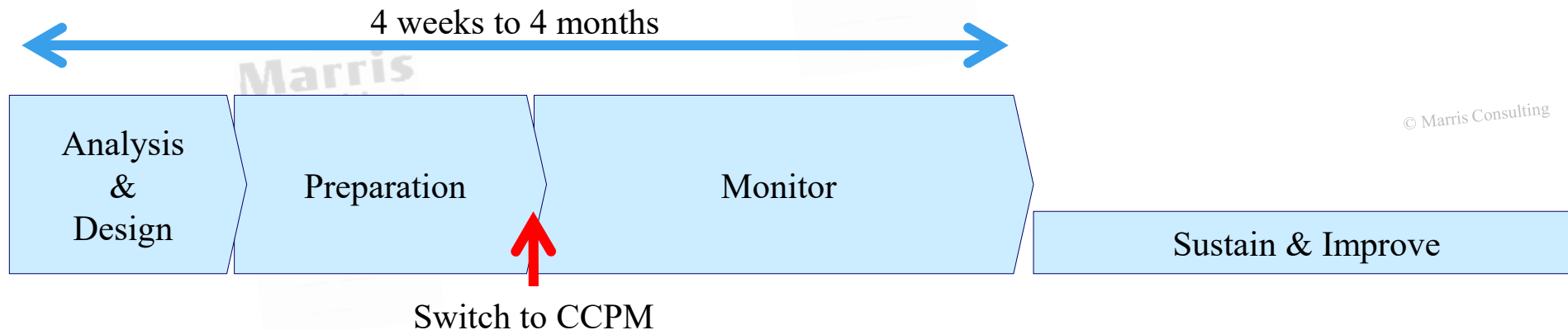
Advanced training on Critical Chain Project Management
Training material – Paris, 24th of May 2019

To guarantee the durability of the Critical Chain implementation, we recommend a 5-year process for New Product Development in large organizations

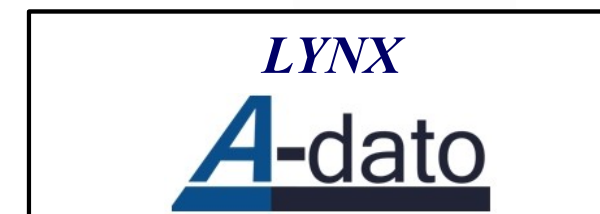
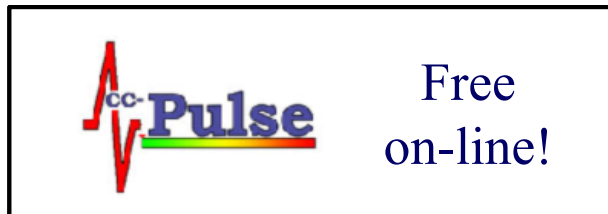


But in other cases the Critical Chain implementation, can and must be done "overnight"

- When the average duration of projects is only a few days or a few weeks then the entire portfolio is best switched to CCPM planning and execution "overnight". This is typically the case of MRO activities.
- The transformation process is:
 - Diagnosis, Design of transformation;
 - Data preparation and clean up + Software choice and implementation. Variable duration depending on the initial situation;
 - Training
 - Switch overnight to "the CCPM Way";
 - Monitor for at least twice the average project duration;
 - Sustain and tune/improve.



The CCPM software solutions are numerous and there are regularly newcomers
(permanent benchmark available on Marris Consulting website)



Permanent benchmark available on Marris Consulting website:

<http://www.marris-consulting.com/en/points-of-view/critical-chain-project-management-software-solution>

Bibliography CCPM 2016 (#1/2)

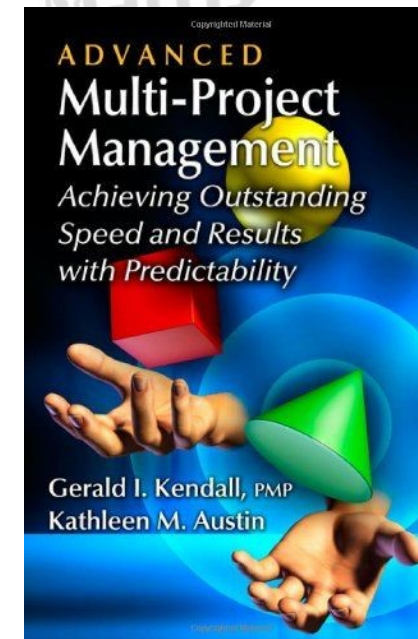
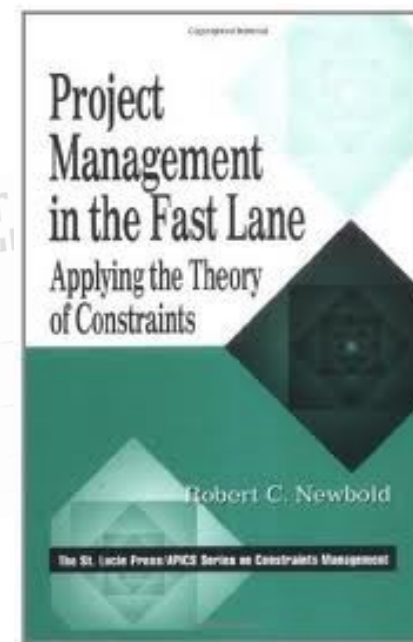
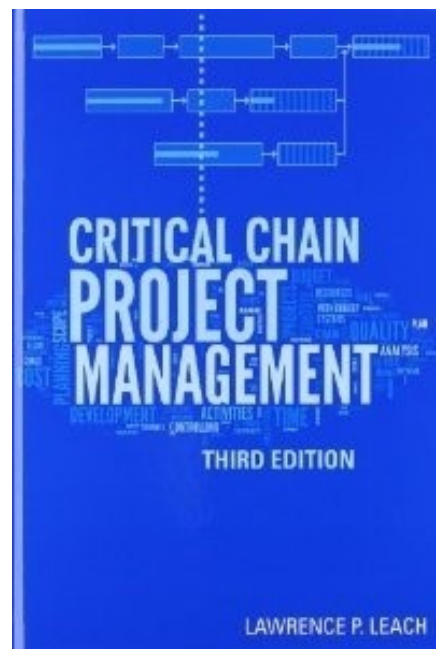
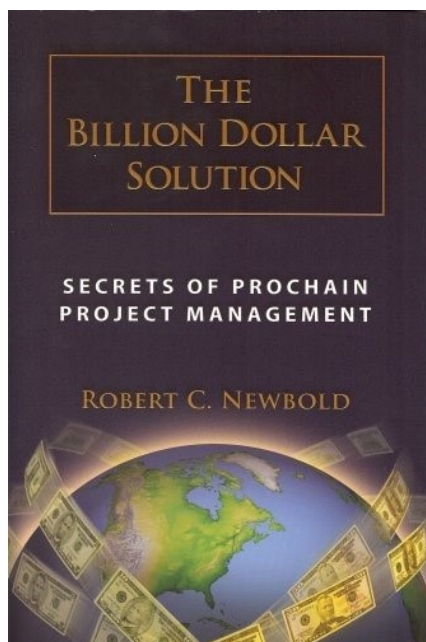
Author	Book	Publishing
ANDERSON David J	Agile Management for Software Engineering - <i>Applying the Theory of Constraints for Business Results</i>	Prentice Hall PTR [2004]
ATHAVALE Rajeev	Theory Of Constraints Application for Projects : TOC Learners' Guide	Leanpub.com (e-book)
ATHAVALE Rajeev, GROSSARD Joël	Do-It-Yourself kit for projects	Leanpub.com [2012] (e-book)
BERGLAND Eric	Get it Done On Time!	Apress [2016]
CHING Clarke	Rolling Rocks Downhill - <i>Accelerate AGILE with Goldratt's TOC</i>	[2015]
COX Jeff, HOULE Dale, COLE Hugh	Hanging Fire - <i>Achieving Predictable Results in an Uncertain World</i>	AGI [2014]
GOLDRATT Eliyahu M.	Critical Chain	North River Press [1997]
HEPTINSTALL Ian, BOLTON Robert	The Executive Guide to Breakthrough Project Management - <i>Capital & construction projects on-time in less time, on budget at lower cost without compromise</i>	Denehurst Publishing [2016]
KENDALL Gerald I., AUSTIN Kathleen M.	Advanced Multi-Project Management - <i>Achieving Outstanding Speed and Results with Predictability</i>	J.Ross Publishing [2013]
KIM Gene, BEHR Kevin, SPAFFORD George	The Phoenix Project - <i>A Novel About IT, DevOps, and Helping Your Business Win</i>	IT Revolution Press [2013]
KISHIRA Yuji	WA - <i>Transformation Management By Harmony</i>	North River Press [2009]

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Author	Book	Publishing
LEACH Lawrence P.	Critical Chain Project Management - <i>Second Edition & Third Edition</i>	Artech House [2004] - [2014]
LEACH Lawrence P.	Lean Project Management : Eight Principles for Success - Combining Critical Chain Project Management and Lean tools to accelerate project results	Advanced Projects, Inc. [2005]
Newbold Robert C	Project Management in the Fast Lane - <i>Applying Theory of Constraints</i>	St Lucie Press [1998]
Newbold Robert C	The Billion Dollar Solution - <i>Secrets of ProChain Project Management</i>	ProChain Press [2008]
Newbold Robert, Lynch Bill	The Project Manifesto - <i>Transforming Your Life and Work with Critical Chain Values</i>	ProChain Press [2014]
Scherer Andreas	Be Fast or Be Gone - Racing the Clock with Critical Chain Project Management	ProChain Press [2011]
Srinivasan Mandyam M, Bowers Melissa R, Gilbert Kenneth C	Lean Maintenance Repair Overhaul	Mc Graw Hill Education [2014]
Tendon Steve	The Essence of TameFlow - <i>Breakthrough Organizational Performance Innovation</i>	TameFlow Press [2015]
Tendon Steve, Müller Wolfram	Hyper-Productive Knowledge Work Performance - <i>The TameFlow Approach and Its Application to Scrum and Kanban</i>	J.Ross Publishing [2015]
Updegrove David	The Critical Chain Implementation Handbook - <i>Flow is The Number One Consideration</i>	[2014]
Woepfel Mark J	Projects in Less Time - <i>A synopsis of Critical Chain</i>	Pinnacle Strategies [2006]

The CCPM reference books

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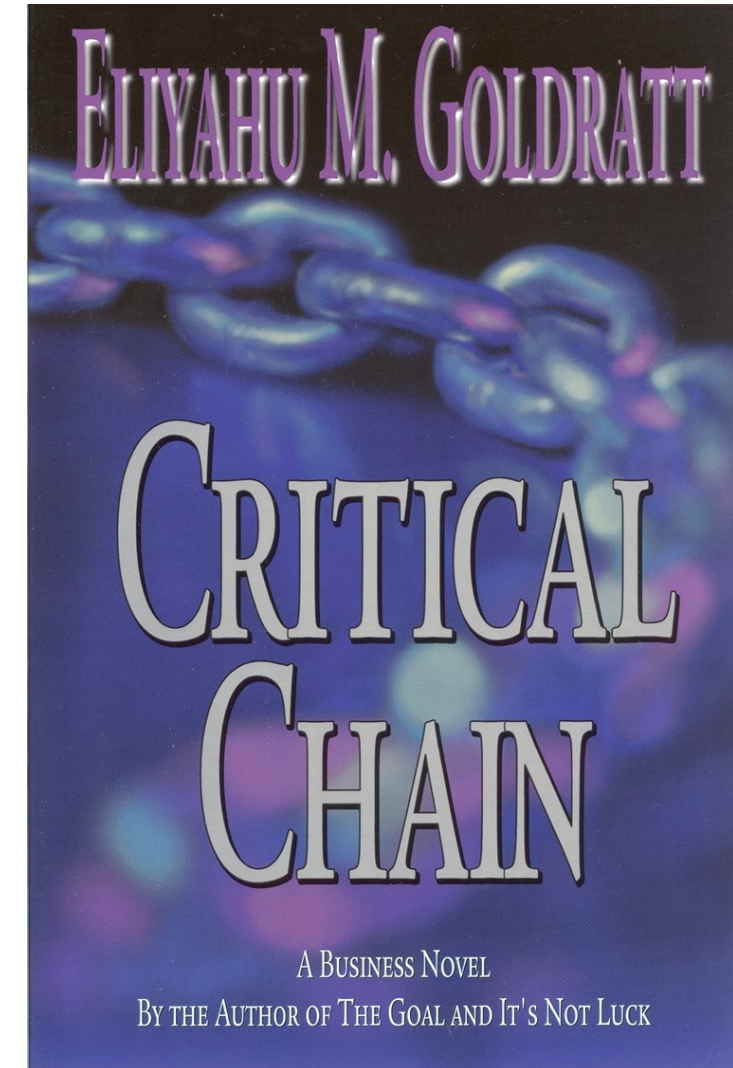


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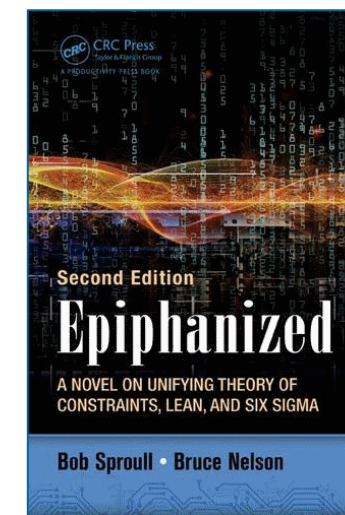
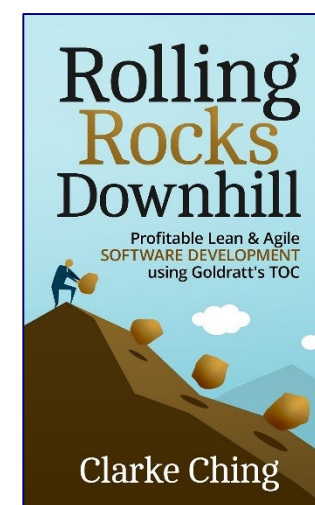
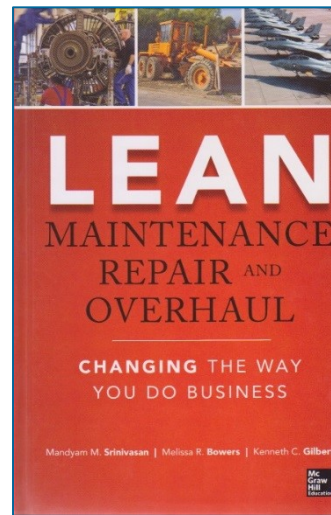
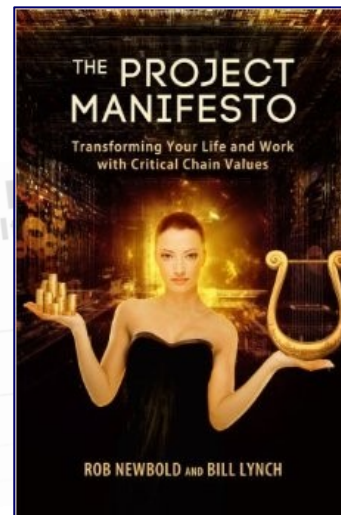
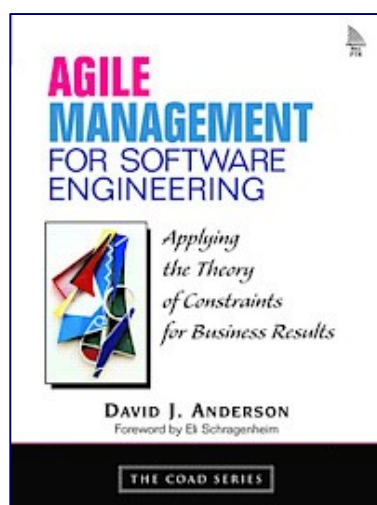
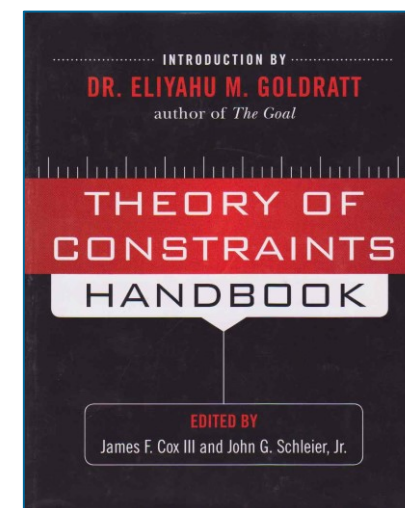
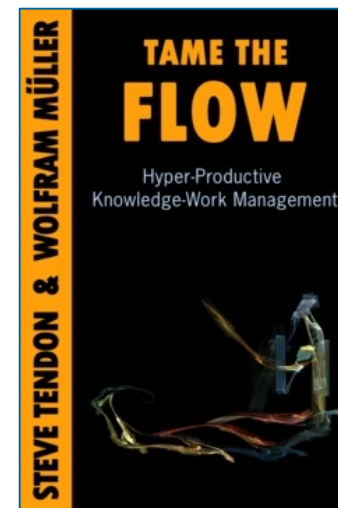
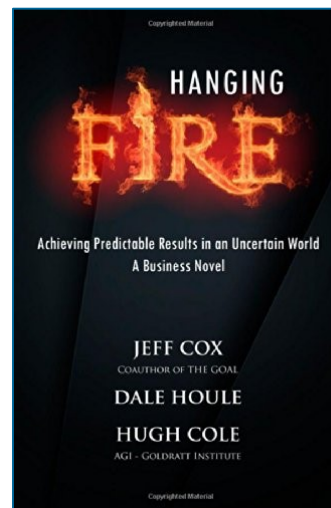
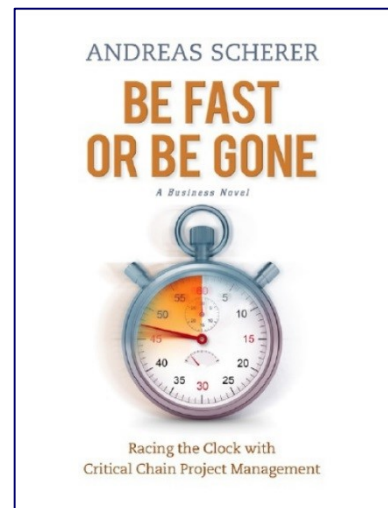
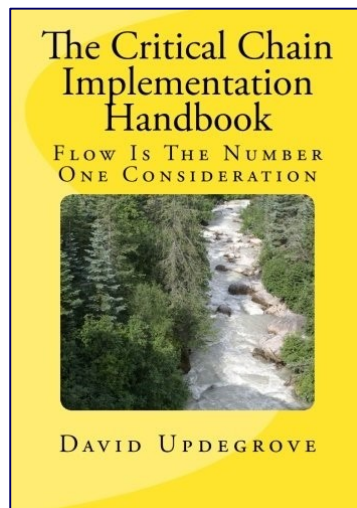
The original book that started it all

- This is the original book written by Eli Goldratt who "invented" CCPM
- Eliyahu Goldratt
© Marris Consulting
- Exists in several languages
- Scenario
 - An MBA professor gives a project management course in which they "discover" the Critical Chain way. He uses the "Socratic" technique. By addressing a class comprised of many different project environments (building, New Product Development, Software, ...) it conveys how generic the solution is.
 - It is not Eli Goldratt's best book. For instance part of the book covers the problems of MBAs and higher education.
- It is mandatory reading for anyone seriously envisaging or involved in CCPM.

Warning: this book is incomplete since it only covers single project management. It does not deal with project portfolios.



Other CCPM books



References of Critical Chain implementations throughout the world (#1/10)

Industry	Project Type	Company	Results	Reference
Power	Engineering	ABB AG, Power Tech. Division	Throughput increase over 33% from 300 Bays to 430 Bays per year.	www.realization.com
Power	Engineering	ABB Cordoba	Engineering cycle time reduced from eight months to three months.	www.realization.com
Power	Repair	ABB Halle	Number of projects completed per year increased from 42 to 54, >25%.	www.realization.com
Construction	Theme park design, install, and commission	Action Park Multiforne Grupo	Increased number of projects completed from 121 to 153.	www.realization.com
Communications	Product development	Airgo Networks (Qualcomm)	Cycle time improved from 19 months to 8 months.	www.realization.com
Airpot terminal administration and management	Various building projects	Airplan (Colombia)	2 pilot projects : Control tower project & project of terminal extension finished on time	www.tocpractice.com
Aluminum	Engineering	Alcan Alesa Technologies	Number of projects completed increased over 30%.	www.realization.com
Communications	Telecom switch design	Alcatel-Lucent	Increased throughput by 45% per person.	www.realization.com
Software	Software development	Alma Software	Cycle time reduced by 25% and project completions increased 17%.	www.realization.com
Automotive	Product development	Alpine Electronics	Delivery dates compliance rate went from 22% to 88%	www.japan-toc-association.org

References of Critical Chain implementations throughout the world (#2/10)

Industry	Project Type	Company	Results	Reference
Communications	Customized software development	Amdocs	14% increase in revenue/man-month; 20% reduced cycle time.	www.realization.com
IT	IT installation	Avrio (Hitachi Data System)	Remote site installation time reduced by 54%	www.exepron.com
Glass Manufacturing	Engineering (ETO + NPD)	Asahi Seisakusho	+23% throughput (number of projects completed per month), Overtime rate reduced by 35% , +50% increase in revenues with ¥50M in profits	www.realization.com
Manufacturing	Boiler installation	Babcock	Actual versus planned went from +200% to -20%. Between 20% and 55% reduction of manhours. 40% reduction of cycle time	www.tocpractice.com
Aerospace	Aircraft manufacturing	BAE/ RAAF	Reduction of TAT (TurnAround-Time) by 43%	www.exepron.com
Building	Civil Engineering	Balfour Beatty	Project delivered 9.5 weeks earlier than estimated, which was 45 weeks earlier than actually contracted (the contracted delivery date was the client's deadline) - in spite of increased scope of work	www.goldratt.co.uk
Resource	Engineering	BHP Billiton	25% reduction in hours needed to complete project and project finished three weeks early.	www.realization.com
Aerospace	Engineering	Boeing (Military)	Reduced required wing assembly time by 50%.	www.goldratt.com
Aerospace	Design and assembly	Boeing Space & Intelligence Systems	Doubled throughput and decreased cycle time by 28%.	www.realization.com
Aerospace	Engineering	Boeing Wing Assembly	On schedule, under budget. Reduced required wing assembly time by 50% (F-22).	www.goldratt.com

References of Critical Chain implementations throughout the world (#3/10)

Industry	Project Type	Company	Results	Reference
Machine manufacturing	Packaging line development	Bosch Packaging Systems	100% on-time delivery. +27% turnover. 30% cycle time reduction for projects >2500 hours	www.japan-toc-association.org
Communications	IT Professional Services (eg: website)	Bowne & Co (Rapid Solution Group)	Due date performance improved by 30%, lead times reduced by 25%	www.realization.com
Energy	Cleanup	BP Oil	Saving of over \$700 million with accelerated project and production required to meet project needs.	www.pinnacle-strategies.com
Power	Engineering	C.N. Cotrentes	Increased due date performance from 60% to 95%.	www.realization.com
Software	Flight simulation systems	CAE USA	Reduced cycle times by two to four months, with a \$37 million increase in the number of profitable programs.	www.goldratt.com
IT	IT	Caesar	95% of projects on time.	www.tocico.org
Construction	New hospital facility	Californie Department of Corrections	Built and opened new mental hospital in 6 months that other approaches failed to do in 12 months.	www.vectorstrategies.com
Software	IT	Celsa Group	Increased completion of SAP projects from 15 to 20 per month.	www.realization.com
Power	Engineering	Central Nuclear Almaraz Trillo	Increased number of projects completed from 19 to 24-30 per month.	www.realization.com
Automotive	Product development	Chrysler	Cycle time for prototype builds reduced from 10 weeks to 8 weeks.	www.realization.com

References of Critical Chain implementations throughout the world (#4/10)

Industry	Project Type	Company	Results	Reference
Iron ore mining	Truck overhauls	Cliffs Natural Resources Michigan Operations	Overhaul duration reduced by 67%	www.sinclairassociates.com
Financial services	Software development	Confluence UK	95% of projects on time.	www.criticalchain.co.uk
Building	Bank construction	Construtora Veloso	Triple revenues in 2 years. 98% on-time delivery	www.tocico.org
Building	SAP Implementation	Daiwa House	2011 Results after 1st implementation : 26% cycle time reduction for SAP module implementation 2015 Results after 4 years CCPM : +160% of completed projects per year - compared to 2011. >25% gain on project duration for 58%	www.realization.com
Biotechnology	Engineering	Danisco (Genencor)	Increased from 20% projects on time to 87%.	www.realization.com
Aerospace	Repair	Delta Air Lines, Inc.	23% increase in engines produced per year; 30% reduction in engine turnaround time.	www.realization.com
Pharmaceutical	Product development	Dr. Reddy's Laboratories	83% increase in projects completed in first 12 weeks; 75% increase in new product launches year over year.	www.realization.com
Energy	Installation	Duke Energy	Doubled throughput in 3 months	www.realization.com
Semiconductor	Design and manufacturing	e2V Semiconductors	Cycle time reduced from 38 months to 23 months.	www.realization.com
Communications	Network design and installation	eIRcom	On-time delivery improved from 75% to 98%+. Average cycle time was reduced from 70 days to 30 days.	www.realization.com

References of Critical Chain implementations throughout the world (#5/10)

Industry	Project Type	Company	Results	Reference
Communications	IT	eIRcom	From 40% to 90%+ of projects on time; lead time reduced from 150 days to 30 days.	www.toc-goldratt.com
Defense	Electronics	Elbit Systems	Within the Test Equipment department, 70% of on-time or <1-month delay delivery	www.tocpractice.com
Pharmaceutical	Development of Document Management Systems	Eli Lilly and Co	Projects schedule up to 12 months, reduced to 4 months	www.pmiwdc.org
Pharmaceutical	Product development	Eli Lilly and Co	On-time delivery of 100% with Critical Chain versus 60% with traditional project management	www.prochain.com
Aerospace	MRO	Embraer	Aircraft Turn Around Time cut by more than half (from >10 weeks to 5 weeks). Increase of mechanic's productivity by 70%	www.marris-consulting.com
Construction	Manufacturing plant	emcables	Reduced 11 -month average project duration to 7 months. Increased revenue by 55%, received 4 months earlier.	www.realization.com
Construction	TGV station	Emesa	€ 5 million penalty avoided.	www.realization.com
Refrigerator Compressing Manufacturing	Product development	Embraco	+100% throughput in 4years (number of completed projects per year) & 11% lead time reduction	www.realization.com
Manufacturing	Product development	Emmerson	100% on-time delivery. 75% cycle time reduction	EM Strasbourg 2016 TOC conference
Aerospace	Helicopter manufacturing and maintenance	Erickson Air-Crane	Increased projects on time from 33% to 83%.	www.realization.com

References of Critical Chain implementations throughout the world (#6/10)

Industry	Project Type	Company	Results	Reference
Measurement instrumentation	R&D	Endress + Hauser	+270% throughput, 60% higher reliability	www.a-dato.com
Energy	Engineering	FMC Technologies	50% reduction in test and final assembly time.	www.pinnacle-strategies.com
Military	Repair	French Air Force	Returned two out of five aircraft to Air Force (€ 300 million value).	www.realization.com
Public Institution	Efficiency improvement	Guarantee Fund Lithuania	95% reduction of pending applications. Application lead time reduced by 88%	www.tocico.org
Durable goods	Product development	Hamilton Beach Brands, Inc.	Increased from 34 to 52 new products in first year, 70+ in second year with no increase in head count.	www.realization.com
Semiconductor	Plant construction	Harris Semiconductor	Began full high-tech production in 13 months, instead of 54-month industry norm.	www.goldratt.com
Consumer goods	Product development	Heineken, Spain	20% faster time to market. Improved projects on time from 90% to 98%.	www.realization.com
Data Security and Lossless Compression IP cores	Software integration	Helion Technologies	40% increase in IT integration Throughput in 4 months. 97% of projects finished on time	www.exepron.com
Aerospace	MRO	Helisota	Went from 20 aircrafts/year to 40/year. Reduction of Turn Around Time by 52%	www.exepron.com
Consumer goods	Product development	HP Digital Camera Group	Improved new products from 6 in 2004 to 15 launched in 2005.	www.realization.com

References of Critical Chain implementations throughout the world (#7/10)

Industry	Project Type	Company	Results	Reference
Semiconductor	Engineering	Ismeca Semiconductor	25% reduction in cycle time, from 84 days to 64 days.	www.realization.com
Manufacturing	Product development	Johnston Sweepers Ltd	90% on-time delivery	www.tocpractice.com
Building	Bridge building	Juntos	On Design Department : Due Date Performance increased by 65%, overtime reduced by 20%, subcontractor costs reduced by 40% and CT reduced by 50%	www.tocpractice.com
Building	Building construction	Kimly Construction Pte Ltd	30% reduction in confidence cycle, better alignment of departments & subcontractors involved in various project stages, ability to assess the impact of potential changes	GoldrattInstitute
Energy	Design and manufacturing	LeTourneau Technologies Inc.	Reduced design and engineering from 15 months to 9 months, production engineering from 9 months to 5 months.	www.realization.com
Building	27-floor building construction	Lithuanian building company	27-floor building construction, running late with due date several times postponed, came back under control according to schedule, delivered a month before planned.	www.exepron.com
Aerospace	Engineering and assembly	Lockheed Martin	Cut aircraft full finish time by 57% without reducing scope.	www.goldratt.com
Aerospace	IT	Lord Corporation	Found additional 60% capacity without hiring people.	www.vectorstrategies.com
Semiconductor	Design	LSI Logic	Went from major tool releases were always late to released on time for three years in a row.	www.realization.com
Aerospace	MRO	Lufthansa Techniks Maintenance International	TAT decreased by 15-20%, mechanic's utilization rates increased by 45%	www.realization.com

References of Critical Chain implementations throughout the world (#8/10)

Industry	Project Type	Company	Results	Reference
Medical	Transformation and compliance with new technology and legislation	Maasstad Ziekenhuis Hospital	Within 6 months, number of finished projects/month multiplied by 2, projects lead time cut by half and 95% of projects delivered on time, scope and budget	www.tocico.org
Medical	Product development	Medtronic	Improved software release intervals from 6 months to 9 months to every 2 months.	www.realization.com
Medical	Product development	Medtronic, Europe	Reduced project cycle time from 18 months to 9 months.	www.realization.com
Insurance	IT	Nationale Nederlanden - Groupe Life	Due Date Performance went from 52% to 82%	www.tocico.org
Textile	Capacity expansion	Nakoda	A scheduled 14-month project expected to be finished in May 2013, project finished in January 2013 (10-month duration)	www.realization.com
Supply Chain	Data Systems and S/W integration	NeoGrid	25% improvement in Time and Material Cost Recovery	www.exepron.com
Consumer goods	Sales	Oregon Freeze Dry	Increased number of sales projects completed per year from 72 to 171.	www.realization.com
Glass	Plant engineering	Owens-Illinois	Decreased cycle time from 6 months to 2.5 months.	www.realization.com
Health Care	Emergency room in hospital	Oxford-Radcliffe Hospitals, UK	Increased patients through emergency room from <70% within four hours to 100%, while patient load grew by more than 25%.	www.tocinternational.com
Pharmaceutical	Product development	P&G Pharmaceuticals	Increased projects completed per quarter from five to eight, and on-time rate from 55% to 90%.	www.realization.com

References of Critical Chain implementations throughout the world (#9/10)

Industry	Project Type	Company	Results	Reference
Shoe producer	New Product Development	Plasticaucho	On-time seasonal delivery for new models went from 37% to 78%	www.exepron.com
Rail	Repair	Railcare Wolverton, UK	100% on-time delivery. Increased from one project at a time to three.	www.realization.com
Defense	New Product Development	Raytheon	Ontime deliveries, cost avoidance, reduction in project duration, etc... example of Tracer Software : duration reduction, schedule went from 71 days to 24. \$1,8M cost avoidance	www.raytheon.com
Manufacturing	Engineering and manufacturing	Rex Materials Group	Lead time down from six weeks to 10 days.	www.cmg-toc.com
Communications	Product development	Ricoh	New teleconference system (P3000) delivered on-time without any compromise on the initial design	www.beingmanagement.com
Aerospace	Product development	Safran Group / Sagem	Reduced the average product development lead time of the entire portfolio by 50%.	www.marris-consulting.com
Aerospace	Factory plant layout modification	Safran Group / Sagem	Total transformation of shopfloor layout. >80% of machines moved. Initial estimate 5 weeks, CCPM result 8 days with 4 hours of buffer unused.	www.marris-consulting.com
Aerospace	Product development	Safran Group / Sagem	Recovery plan for an overdue critical new product development programme. 300 people, 6 facilities. Project deliverables promised to client recalculated and honoured.	www.marris-consulting.com
IT	Product Development	Seagate Technology	Cut New Product Development durations by half	www.stottlerhenke.com
Construction	Home building	Shea Homes	Reduced cycle time by 40% from 91 days to 56 days.	www.vectorstrategies.com

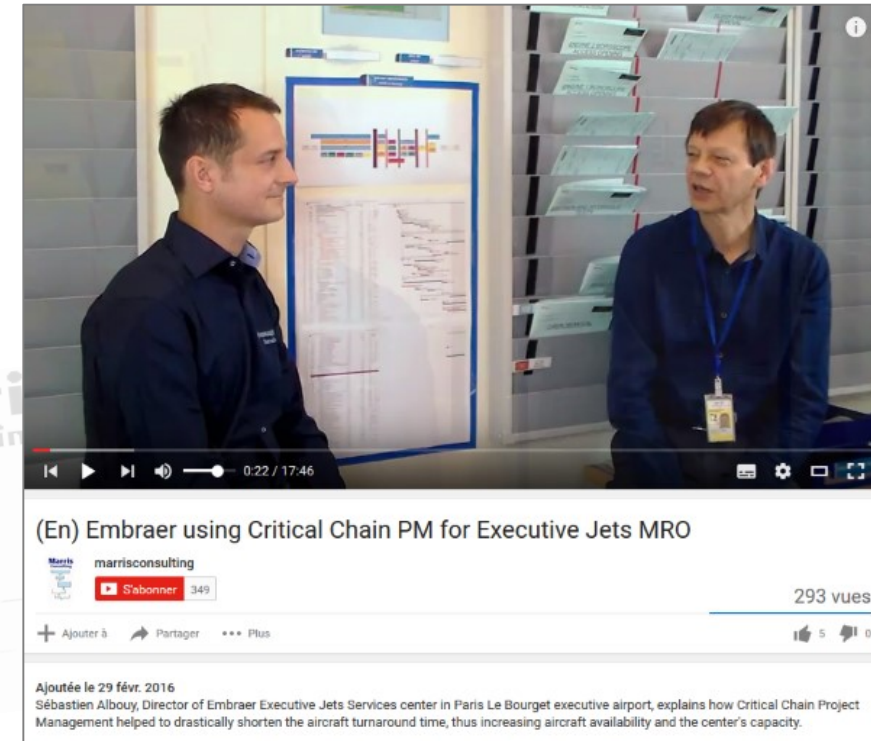
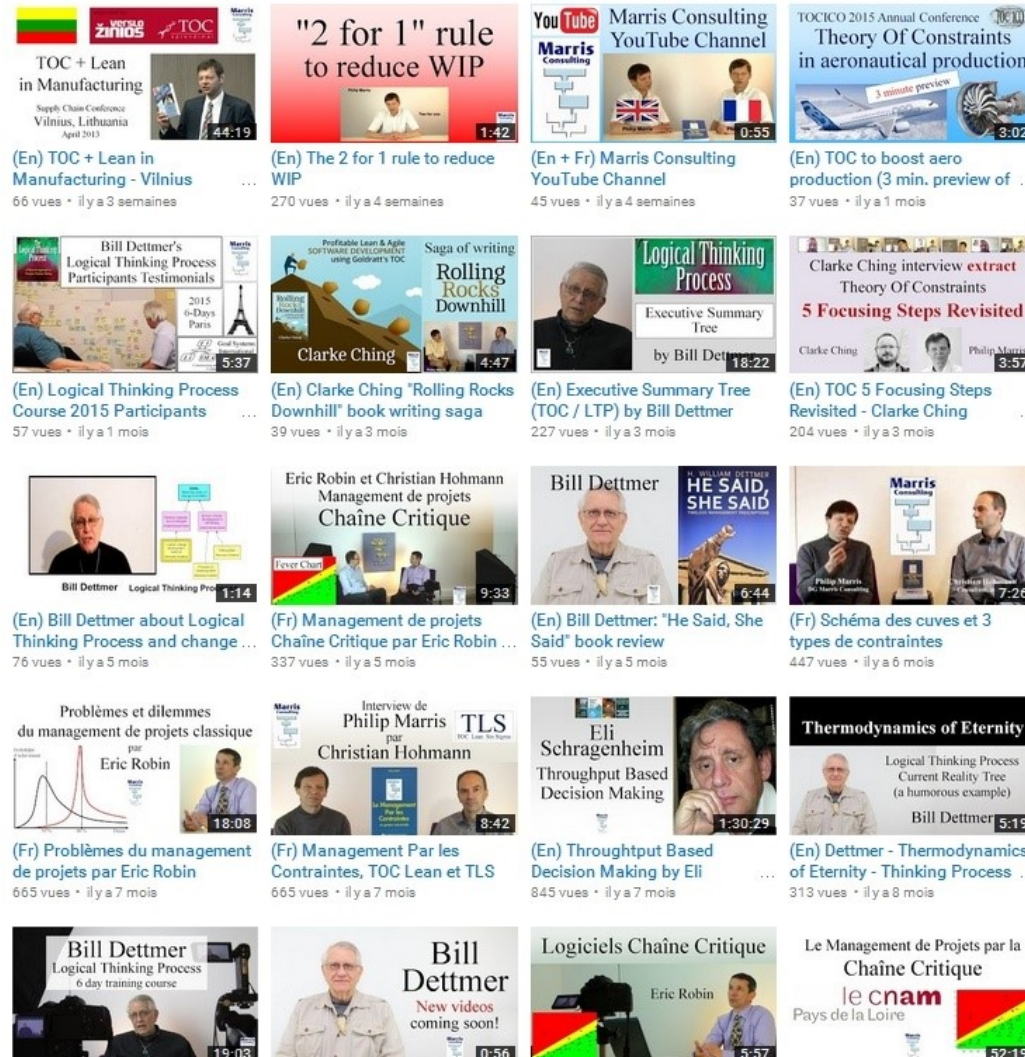
References of Critical Chain implementations throughout the world (#10/10)

Industry	Project Type	Company	Results	Reference
Power	Engineering	Siemens Generator Engineering	Went from 110 to 128 projects completed, with 30% increase in throughput.	www.realization.com
Power	Engineering	Skoda Power	30% increase in casings per year. Went from 60% to 90% on-time delivery, with 20%+ faster cycle time.	www.realization.com
Textile	Design	Skye Group	100% due date performance with 30% reduction in lead times.	www.realization.com
Aerospace	Engineering	Spirit Aerosystems	Reduced cycle time from 12+ months to 7 months.	www.realization.com
Building	Infrastructure building	Sub-contractor for Wroclaw city	Building roads, tram route, tram/bus station and Wroclaw stadium in order to host the UEFA 2012, all delivered on-time	www.tocpractice.com
Plastic	Mold Manufacturing	Takagi	Overall CT decreased by average 20%, production CT decreased by average 30%, throughput increased by 30% (number of projects completed per month)	www.tocpractice.com
MRO	Aircraft Maintenance	TAM MRO	7% reduction in TAT, ontime performance and quality increased	UNITED STATES SECURITIES AND EXCHANGE COMMISSION - LATAM Airlines
MRO	Aircraft Maintenance	TAP Maintenance & Engineering	21 % reduction in TAT, avoidance of subcontracting expenses	www.mromarketing.aviationweek.com
Steel	Plant maintenance	Tata Steel	68% faster project time; went from 11 -day planned shutdown to 5 days.	www.realization.com

Please note that this list only represents a small part of Critical Chain implementations, many other companies manage their projects with this approach: 3M, Abbott Labs, AMD, BELL, Coca-Cola, FEI, etc....

A video website: Marris Consulting's YouTube Channel

<https://www.youtube.com/user/marrisconsulting/videos>

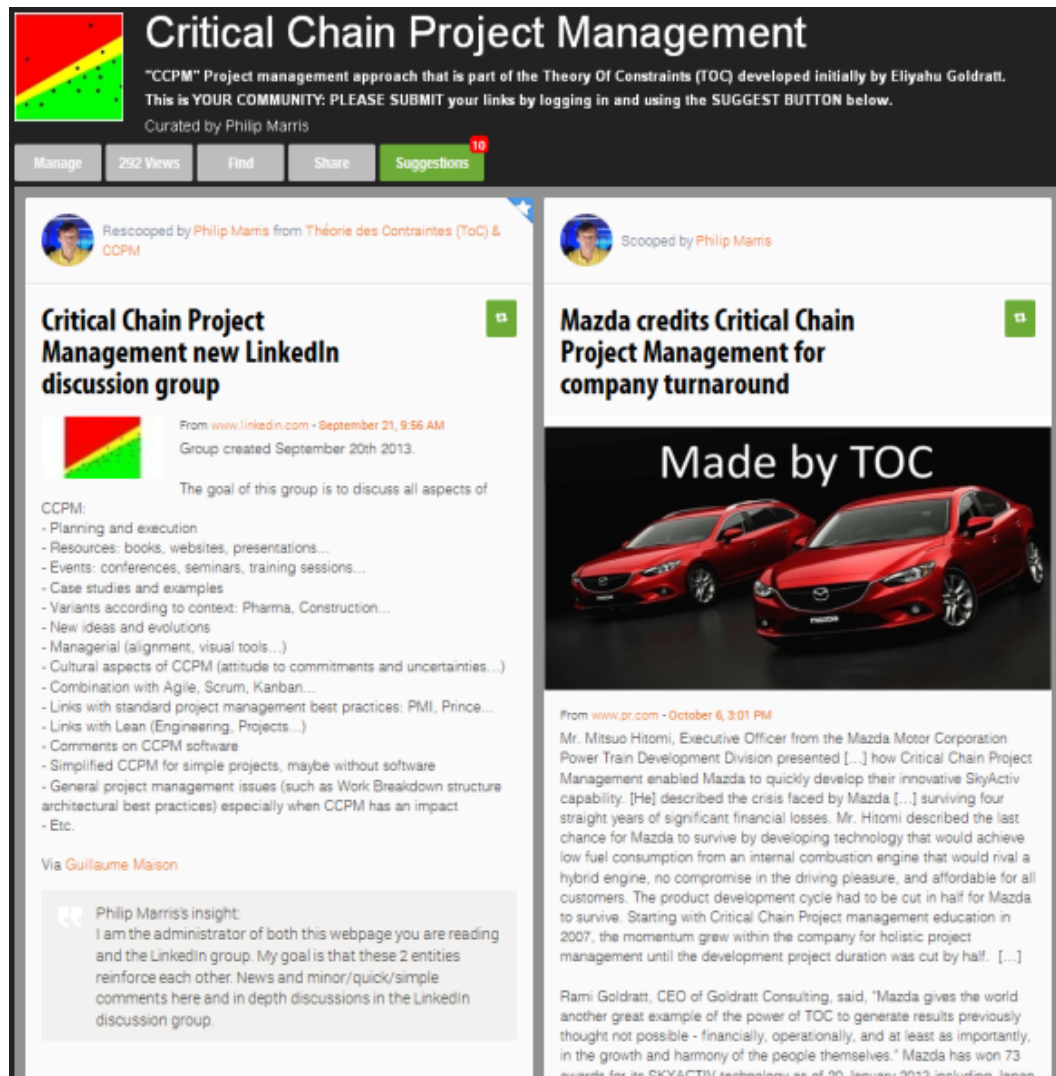


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To facilitate viewing and video selection use the playlists:

- English videos
- Critical Chain videos
- Etc.

A permanent news website dedicated to CCPM



Critical Chain Project Management

"CCPM" Project management approach that is part of the Theory Of Constraints (TOC) developed initially by Eliyahu Goldratt. This is YOUR COMMUNITY. PLEASE SUBMIT your links by logging in and using the SUGGEST BUTTON below.

Curated by Philip Marris

Manage 292 Views Find Share Suggestions 10

Rescoped by Philip Marris from Théorie des Contraintes (ToC) & CCPM

Critical Chain Project Management new LinkedIn discussion group

From www.linkedin.com - September 21, 9:56 AM
Group created September 20th 2013.

The goal of this group is to discuss all aspects of CCPM:

- Planning and execution
- Resources: books, websites, presentations...
- Events: conferences, seminars, training sessions...
- Case studies and examples
- Variants according to context: Pharma, Construction...
- New ideas and evolutions
- Managerial (alignment, visual tools...)
- Cultural aspects of CCPM (attitude to commitments and uncertainties...)
- Combination with Agile, Scrum, Kanban...
- Links with standard project management best practices: PMI, Prince...
- Links with Lean (Engineering, Projects...)
- Comments on CCPM software
- Simplified CCPM for simple projects, maybe without software
- General project management issues (such as Work Breakdown structure architectural best practices) especially when CCPM has an impact
- Etc.

Via [Guillaume Maison](#)

Philip Marris's insight:
I am the administrator of both this webpage you are reading and the LinkedIn group. My goal is that these 2 entities reinforce each other. News and minor/quick/simple comments here and in depth discussions in the LinkedIn discussion group.

Mazda credits Critical Chain Project Management for company turnaround

Made by TOC

From www.pr.com - October 6, 3:01 PM

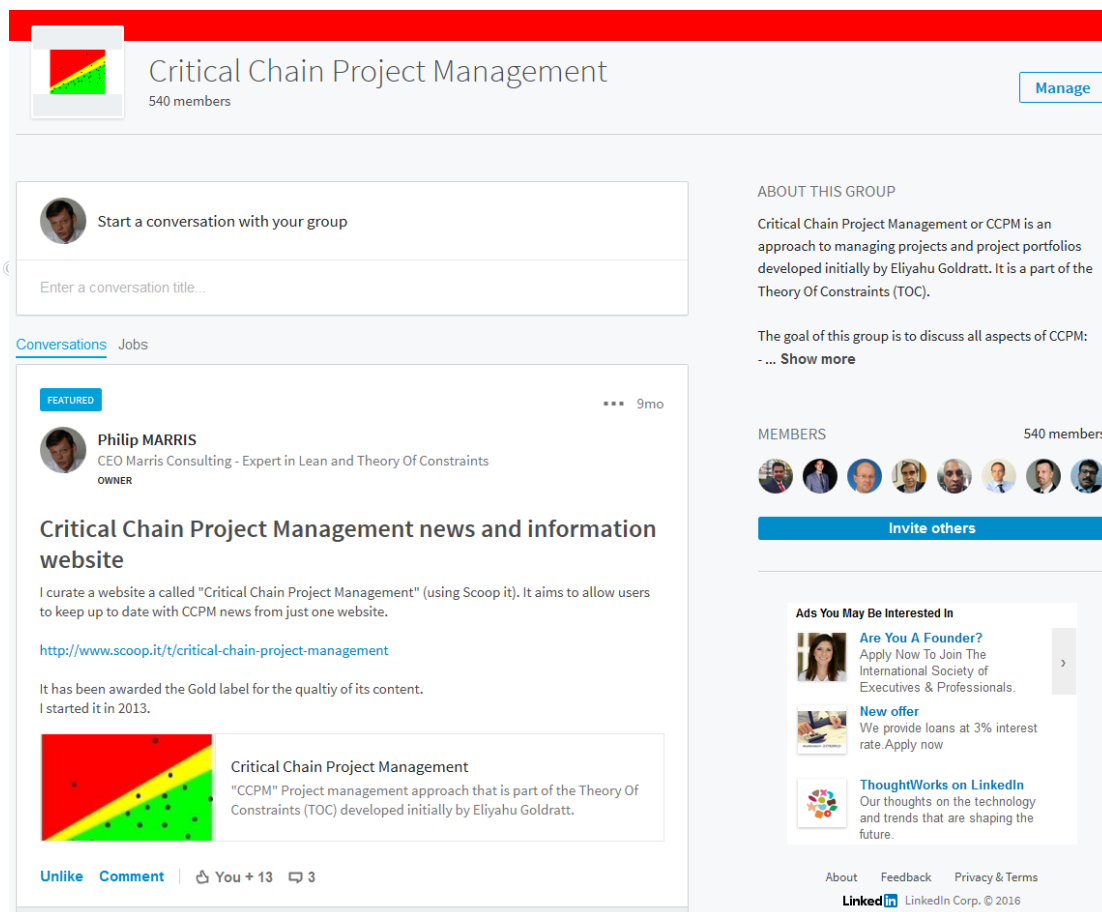
Mr. Mitsuo Hitomi, Executive Officer from the Mazda Motor Corporation Power Train Development Division presented [...] how Critical Chain Project Management enabled Mazda to quickly develop their innovative SkyActiv capability. [He] described the crisis faced by Mazda [...] surviving four straight years of significant financial losses. Mr. Hitomi described the last chance for Mazda to survive by developing technology that would achieve low fuel consumption from an internal combustion engine that would rival a hybrid engine, no compromise in the driving pleasure, and affordable for all customers. The product development cycle had to be cut in half for Mazda to survive. Starting with Critical Chain Project management education in 2007, the momentum grew within the company for holistic project management until the development project duration was cut by half. [...]

Rami Goldratt, CEO of Goldratt Consulting, said, "Mazda gives the world another great example of the power of TOC to generate results previously thought not possible - financially, operationally, and at least as importantly, in the growth and harmony of the people themselves." Mazda has won 73 awards for its SKYACTIV technology as of 20 January 2013 including Japan

<http://www.scoop.it/t/critical-chain-project-management>

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A LinkedIn Discussion group dedicated to Critical Chain Project Management



Critical Chain Project Management
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Philip MARRIS
CEO Marris Consulting - Expert in Lean and Theory Of Constraints
OWNER

Critical Chain Project Management news and information website

I curate a website called "Critical Chain Project Management" (using Scoop.it). It aims to allow users to keep up to date with CCPM news from just one website.

<http://www.scoop.it/t/critical-chain-project-management>

It has been awarded the Gold label for the quality of its content. I started it in 2013.

Critical Chain Project Management
"CCPM" Project management approach that is part of the Theory Of Constraints (TOC) developed initially by Eliyahu Goldratt.

Unlike | Comment | You + 13 | 3

ABOUT THIS GROUP

Critical Chain Project Management or CCPM is an approach to managing projects and project portfolios developed initially by Eliyahu Goldratt. It is a part of the Theory Of Constraints (TOC).

The goal of this group is to discuss all aspects of CCPM: - ... [Show more](#)

MEMBERS 540 members

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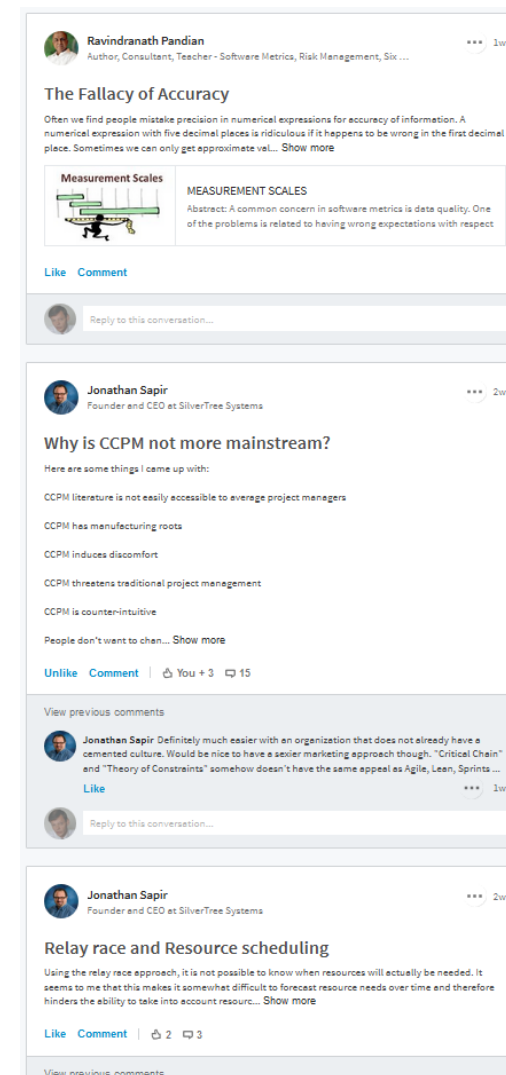
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<https://www.linkedin.com/groups/5183858>

Beware there are several with similar names. This one is named: *Critical Chain Project Management*



Ravindranath Pandian
Author, Consultant, Teacher - Software Metrics, Risk Management, Six ...
1w

The Fallacy of Accuracy

Often we find people mistake precision in numerical expressions for accuracy of information. A numerical expression with five decimal places is ridiculous if it happens to be wrong in the first decimal place. Sometimes we can only get approximate values. [Show more](#)

Measurement Scales
MEASUREMENT SCALES
Abstract: A common concern in software metrics is data quality. One of the problems is related to having wrong expectations with respect to accuracy.

Like | Comment

Reply to this conversation...

Jonathan Sapir
Founder and CEO at SilverTree Systems
2w

Why is CCPM not more mainstream?

Here are some things I came up with:

- CCPM literature is not easily accessible to average project managers
- CCPM has manufacturing roots
- CCPM induces discomfort
- CCPM threatens traditional project management
- CCPM is counter-intuitive

People don't want to change. [Show more](#)

Unlike | Comment | You + 3 | 15

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Jonathan Sapir Definitely much easier with an organization that does not already have a cemented culture. Would be nice to have a sexier marketing approach though. "Critical Chain" and "Theory of Constraints" somehow doesn't have the same appeal as Agile, Lean, Sprints ...
Like | 1w

Reply to this conversation...

Jonathan Sapir
Founder and CEO at SilverTree Systems
2w

Relay race and Resource scheduling

Using the relay race approach, it is not possible to know when resources will actually be needed. It seems to me that this makes it somewhat difficult to forecast resource needs over time and therefore hinders the ability to take into account resource. [Show more](#)

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TOCICO CCPM Portal (Theory Of Constraints International Certification Organization)

https://tocico.site-ym.com/?page=project_portal



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Welcome to the TOC in Project Management Portal

Success Stories » Project Management Portal



We're excited to provide free access to 6 of the 87 (and growing) Theory of Constraints (TOC) project management presentations ranging from a workshop presenting the basics of critical chain project management (CCPM) to its use in information technology and software development projects, to and implementations in the Lithuanian government Department of Economy, in a pharmaceutical research and development corporation and in a massive maintenance, repair and overhaul center for a large airline. These selections illustrate the universal use of CCPM across industries and across geographically separated and

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Calendar

THANK YOU "TOC" IN THE VERY EARLY STAGES OF ACQUISITION THE CONTRIBUTION OF CC AND PDSH gave us very promising results: our DDP in 2005 was 60%. As we took on more projects and more complex projects we found a number of other projects improvements (mostly) from the lean / agile) were necessary to maintain a high DDP. Using the TPI in our own organization to understand the problems and deriving and implement solutions, we have been able to consistently improve our performance. In the last three years this has resulted in 85%+ due date performance on our IT projects.

Andersen, D. J. (2004). TOC software engineering solution with lean & six sigma solution. TOCICO International Conference: 2nd Annual Worldwide Gathering of TOC Professionals, Miami, FL, Goldratt Marketing Group.

This presentation seeks to explain the TOC solution of critical chain project management (CCPM) for use in modern software engineering. Key learning points include: 1. How to use drum buffer rope (DBR) with software engineering; 2. How to use throughput accounting (TA) with software engineering; 3. Understanding work/variation in software engineering; 4. Provide a TOC enabled maturity model for software organizations; 5. Identifying what's fundamentally wrong with the RSI CRISP and IT-CRISP; 6. The integration points of a TOC software solution with six sigma, Drilling, and Toyota Production System (TPS) principles and lean thinking. Benefits to audience: 1. Benefits of applying DBR, CCPM and TA in software development; 2. Context of the TOC approach with traditional approaches; 3. Benefits of using lean cumulative flow diagrams for the DBR solution.

Rachelskaya, M. (2012). Implementing CCPM solution in Quarry Fund of Department of Economic Sanitary Management. TOCICO International Conference: 10th Annual Worldwide Gathering of TOC Professionals, Chicago, IL, Theory of Constraints International Certification Organization.

The Quarry Fund in the Department of Economic Sanitary Management under the Lithuanian Ministry of Economy was created in order to ensure payments of delayed or unpaid salaries to the workers of banking companies. Therefore the Fund plays a very important social role – pays off after a person loses his job. The Fund pays money which the company owed to this person. So it is very important to ensure the application processing time to be as fast as possible. At the beginning of 2009 Quarry Fund faced some real challenges including a backlog of old applications for funds and long processing times, a drastic increase in banking fees and new applications (more than double), and a reduction of governmental spending (not possible to increase in staff).

Kamshabashvili, R., et al. (2013). Implementation of CCPM in the Pharmaceutical Industry. TOCICO International Conference: 10th Annual Worldwide Gathering of TOC Professionals, Bad Nauheim, Germany, Theory of Constraints International Certification Organization.

In this paper, I take you through the journey of CCPM implementation in our company (Dr. Rado's Laboratories Limited). Critical Chain Project Management (CCPM) is implemented as part of "Vitalis" Vision initiative rolled out in 2008 with the help of Goldratt Consulting LLC. During the initial implementation, it was found that many projects are under development and there are always some projects on hold due to resource non-availability / changes in business priorities. Some products are under development for years together with delayed efforts. Many projects are stuck during execution due to logistical / resource / technical issues. • Due date performance and cycle time are not measured on original man days and original due date but to continuously adjusted versions. • Throughput is increment and derived to the end of the financial year after going through the TOC Critical Chain methodology with senior members of the organization, the team was encouraged to take up the goal to • To implement and institutionalize a procedure for managing the product development • To significantly improve and sustain the due date performance (DDP), cycle time and productivity performance. CC has customized the project management strategy & tools (PMT) into a guideline for the implementation in Global Genomics and PSAI • CCPM implementation is done in a phased manner with the support of a dedicated facilitation team from Dr. Rado's and GC consultants. Learning of each phase implementation is used in subsequent phase implementation.

Adams, G. (2008). Delta Air Lines: Meeting challenges in engine maintenance. TOCICO International Conference: 8th Annual Worldwide Gathering of TOC Professionals, Las Vegas, NE, Goldratt Marketing Group.

In 2005, Delta Air Lines filed for bankruptcy. Prior to the merger with North West Airlines, Delta was a \$17 billion sales revenue airline with approximately 50,000 employees. After merger in 2009 Delta was a \$22 billion top line revenue airline with the same number of employees, repair, and overhaul (ARO) employees. As part of the bankruptcy plan, engine maintenance was required to reduce cost and inventory while, at the same time, increase productivity. In 2002 the ARO had revenue of \$77 million and in 2009 the revenue was \$470. The requirement for engine aligned very well with Theory of Constraints—most specifically, critical

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TOCICO Webinar CCPM Marris V1.0 20200115

Project Management the TOC Way – Critical Chain Project Management (CCPM)
TOCICO Webinar- Host Philip Marris & Panelist Eli Schragenheim – Wednesday 15th of January 2020

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Victoria University Wellington New Zealand – ToC CCPM Research Database

<http://www.victoria.ac.nz/som/research/theory-of-constraints>



Theory of Constraints: A Research Database



Welcome to the Theory of Constraints (TOC) online resource, which aims to support collaboration between researchers and practitioners in the field.

About the Theory of Constraints database

A database of TOC articles, books and conference papers was started back in 1996, with our first bibliography published in 2000.

We have recently searched the literature and updated our records and have now assembled over 4000 articles, books, and conference papers, on all areas of TOC. The database here contains journal articles and conference papers, to complement the [listing of TOC books compiled by Prof Jim Cox](#), which is available on the TOCICO website.

This evolving database will be published via regularly updated spreadsheets that build on the great work done to date, and available as a downloadable resource for researchers and practitioners alike.

Database Categories	File size	File type
Critical Chain Project Management (CCPM) (updated April 2016)	6 MB	Excel spreadsheet
Thinking Processes (updated April 2016)	5,967 KB	Excel

Reference Type	Year	Title	Author	Publication	Abstract	URL
A+ Journal	2016	Zhang, Janguang; Song, Xiwel; Diaz, Estrella	European Journal of Operational Research	Project buffer sizing of a critical chain based on comprehensive resource tightness	A buffer sizing method based on comprehensive resource tightness is proposed in order to better reflect the relationships between activities and improve the accuracy of project buffer determination. Physical resource	http://www.sciencedirect.com
Book Section	2016	Critical Chain Project Management (CCPM)	Ellis, George	Project Management in Product Development	This chapter presents critical chain project management (CCPM). The chapter starts with an overview of the method and then relates it to the Theory of Constraints, the foundation of the technique. A step-by-step	http://dx.doi.org/10.1016/b
A+ Journal	2015	Quantitative Analysis of Rate-Driven and Due Date-Driven Construction: Production Efficiency, Supervision, and Controllability in Residential Projects	Arashpour, Mehrdad; Wakefield, Ron; Blumas, Nick; Abbasi, Shihua	Journal of Construction Engineering and Management	Concerns about production efficiency, quality, and affordability in the residential construction indicate there may be benefits in adopting alternative production control strategies to those traditionally used. Reducing adverse	http://ascelibrary.org/doi
A Journal	2015	Optimisation of critical chain sequencing based on activities' information flow interactions	Zhang, Janguang; Song, Xiwel; Chen, Hongyu; Shi, Ruina	International Journal of Production Research	One critique for the classic critical chain sequencing methods is that only resource constraints and logical relationships between activities are considered, while interactions of information flows are ignored. However,	http://www.tandfonline.co
Other Journals	2015	Productivity of product design and engineering processes	Hackelmeys, Johannes; Dohkers, Rob; Kreutzfeldt, Jochen	International Journal of Operation and Production Management	Purpose – Maintaining and improving productivity of product design and engineering processes has been a paramount challenge for design-driven companies, which are characterised a high degree of development of	http://dx.doi.org/10.1108/j
C Journal	2015	Inclusion of strategic management theories to project management	Parker, David W.; Parsons, Nicholas; Isharyanto, Fitri	International Journal of Managing Projects in Business	Purpose – The purpose of this paper is to explore the benefits of integrating the theory of constraints (TOC), resources-based theory (RBT), resource advantage theory (RAT), with a structured project-based methodology e.g.,	http://www.emeraldinsigh
Other Journals	2015	A Model for Continuous Improvement at a South African Minerals Beneficiation Plant	Ras, E.; Visser, Jk	South African Journal Of Industrial Engineering	South Africa has a variety of mineral resources, and several minerals beneficiation plants are currently in operation. These plants must be operated effectively to ensure that the end-users of its products remain internationally	http://www.scielo.org.za/s
A Journal	2015	Dynamic monitoring and control of software project effort based on an effort buffer	Zhang, Janguang; Shi, Ruina; Diaz, Estrella	Journal of the Operational Research Society	The improvement to the monitoring and control efficiency of software project effort is a challenge for project management research. We propose to overcome this challenge through the use of a model for the buffer	http://www.palgrave-jour
A Journal	2015	Project management for uncertainty with multiple objectives optimisation of time, cost and reliability	Jiang, Angus	International Journal of Production Research	This research adopts an approach that uses computer simulation and statistical analysis of uncertain activity time, activity cost, due date and project budget to address quality and the learning process with regard to	http://dx.doi.org/10.1080/0
B Journal	2015	Improving performance in project-based management synthesizing strategic theories	Karassa, Cullen; David, W. Parker	International Journal of Productivity and Performance Management		http://dx.doi.org/10.1108/I
Other Journals	2014	A decomposition heuristics based on multi-bottleneck machines for large-scale job shop scheduling problems	Zhai, Yingui; Liu, Changjun; Chu, Wei; Gao, Ruifeng; Liu,	Journal of Industrial Engineering and Management	A decomposition heuristics based on multi-bottleneck machines for large-scale job shop scheduling problems (JSP) is proposed. In the algorithm, a number of sub-problems are constructed by iteratively decomposing the large-	http://www.jem.org/index
Other Journals	2014	COMFRC Addresses Legacy Hornet Readiness	Walters, Andrea	Naval Aviation News	According to PMA-265, 114 aircraft have completed inspections and are designated for service life extensions beyond 8,000 flight hours, with an additional 102 aircraft undergoing high-flight-hour inspections at Fleet	http://web.b.ebscohost.co
Other Journals	2014	Software Project Management: Theory of Constraints, Risk Management, and Performance Evaluation	Asselman, Antoine; Alaridj, Nade; Ashgar, Salim; Mariani, Rezak	The Journal of Modern Project Management	Constraints and risks are two critical factors that affect software project performance. more attention needs to be paid to constraints and risks in order to improve performance. In this paper, investigation will take place to	http://www.journalmodern
Book Section	2014	Critical Chain Project Management		A Handbook for Construction Planning and Scheduling	Critical Chain Project Management™ (CCPM) is frequently presented as a revolutionary new project management concept, an important breakthrough in the history of project management. CCPM focuses on the uncertainty in	http://dx.doi.org/10.1002/9
Other Journals	2014	Critical Chain Method in Traditional Project and Portfolio Management Situations	Anantatmula, Vittal S.; Webb, James B.	International Journal of Information Technology Project Management (IJITPM)	Critical Path (CP) method has been under scrutiny in recent years as the next evolution of project schedule development, the Critical Chain (CC) project management is gaining attention. Advocates of the Critical Chain	http://www.igi-global.com
Other Journals	2014	Theory of Constraints and Its Application in a Specific Company	Lidhart, Jakub; Skorkovsky, Jaromir; Others,	Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis	This article analyses the possibilities of the practical utilization of Critical Chain Project Management methodology. Our study analyzed key processes related to the implementation and utilization of such a tool in a concrete	http://acta.mendelu.cz/62/
Conference Proceedings	2014	Multi-objective optimization model for multi-project scheduling on critical chain	Wang, Wei-xin; Wang, Xu; Ge, Xian-long; Deng, Lei	Advances in Engineering Software	In this paper, a multi-project scheduling in critical chain problem is addressed. This problem considers the influence of uncertainty factors and different objectives to achieve completion rate on time of the whole projects. This	http://www.sciencedirect.com
C Journal	2014	Mitigating behavioral outcomes in a multiproject environment: a modified CCPM model	Agarwal, Anil; Larson, David	Academy of Information and Management Sciences Journal	Organizations continue to struggle in managing projects that lead to successful conclusions. While tools such as PERT and CPM have helped the project management process, they have not produced the level of success as	http://search.proquest.com
C Journal	2014	Mitigating Behavioral Outcomes in a Multi-Project Environment: A Modified CCPM Model	Agarwal, Anil; Larson, David	Academy of Information and Management Sciences Journal	Organizations continue to struggle in managing projects that lead to successful conclusions. While tools such as PERT and CPM have helped the project management process, they have not produced the level of success as	http://search.proquest.com
C Journal	2014	Critical chain and theory of constraints applied to yachting shipbuilding: a case study	Bevilacqua, Maurizio; Curapica, Filippo Emanuele; Mazzuto,	International Journal of Project Organisation and Management	Product development projects, like many other types of projects, often can exceed their planned schedule by 50% to 100%. Often this is attributed to uncertainty or the unforeseen. To compensate for this age-old dilemma,	http://www.inderscience.com
Conference	2014	The ITLS (TM) model-Integration of Theory of Constraints, Lean Manufacturing and Six Sigma: A	Navarro, Carlos I. M.; C'eto, Marcelo G	Proceedings of the 2014 Industrial and Systems	Recently the three most applied approaches into the Operations Continuous Improvement are Theory of Constraints (TOC), Lean Manufacturing and Six	http://search.proquest.com

A dedicated Critical Chain website (currently only in French)

www.chaine-critique.com



LA CHAÎNE **CRITIQUE**

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La Chaîne Critique : une méthode innovante de gestion de projet

Cette démarche, inspirée de la Théorie des Contraintes (TOC), permet aux chefs de projet de répondre à 2 questions récurrentes :

- Comment réussir un projet en respectant les délais impartis, dans le cadre du budget fixé tout en conservant les spécifications définies par le client ?
- Comment, plus globalement, accélérer les processus de développement et de production ?

⌚ RATIONALISER LA DURÉE DES TÂCHES

👤 ANTICIPER LES CONFLITS DE RESSOURCES

PROTÉGER LE PROJET CONTRE LES ALÉAS

📊 PILOTER AVEC PERTINENCE LE PROJET

🚀 GÉRER LE MULTI-PROJET

LA MÉTHODE EN ACTION

Accéder à l'animation pour découvrir la démarche

Article sur la Chaîne Critique

Quand le bon sens révolutionne le management de projets

Ecrit par Isabelle Icord et Philip Marris

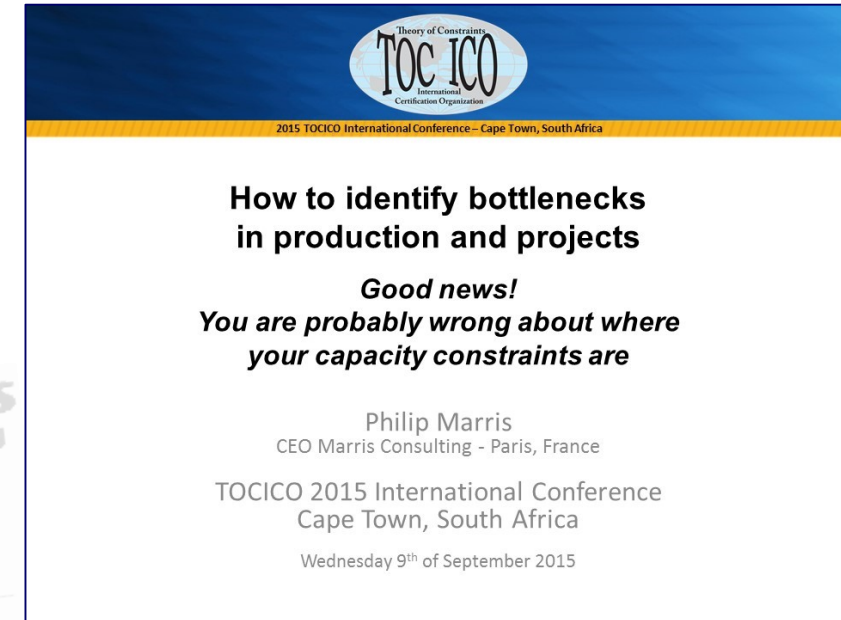
Nuage de mots

projet méthode formation pert
conférences Gantt gestion de
projet Goldratt chaîne critique
conflit ressource

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2015 Conference: How to identify bottlenecks in production and projects

- TOCICO Annual Conference in Cape Town South Africa by Philip Marris.
- PDF available here:
http://www.marris-consulting.com/medias/fichiers/tocico_2015_toc_bottlenecks.pdf
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- Video here:
https://youtu.be/uIXqO86OfpU?list=PLuB3wmjsgiuMLT_rrMFfHfQ33X3yft4S



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A dual view: Different rules apply for constraints and non-constraints

Rules for constraints

- Increase productivity by:
 - reducing multitasking,
 - ensure full kitting before they start a task,
 - special favours in work environment,
 - improvement actions focussed here,
 - or investments.
- Understand in detail what the constraint really is. In a multi-project environment it is often a part of a department, rarely the whole department.
- Protect these resources so that they never stop and/or are never unnecessarily disturbed.

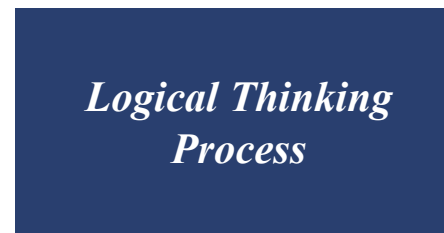
Rules for non-constraints

- Subordinate: decide new project or new task launches according to the overall schedule and never feed them just to keep them busy.
- Do not flood the upstream activities. This will only increase multitasking and will make it easy for them to look busy.
- Improvement actions should focus:
 - on the root causes of why they consumed their buffers and
 - on reducing non-quality issues.

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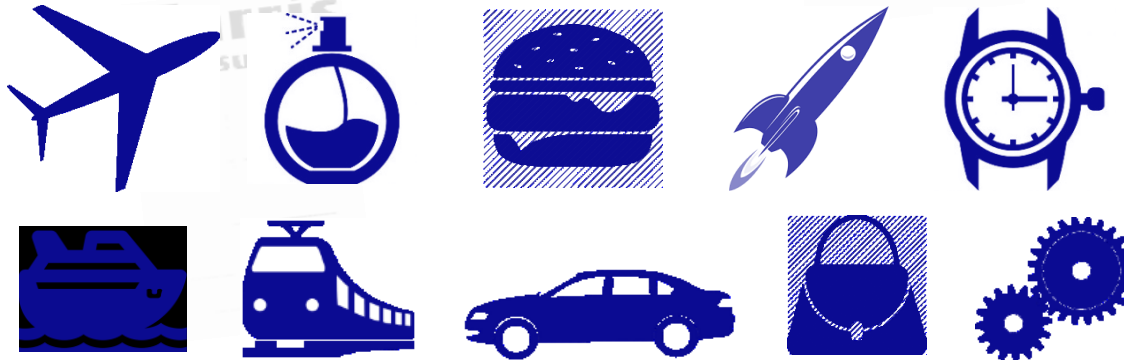
This is the project management version of ToC's dual view

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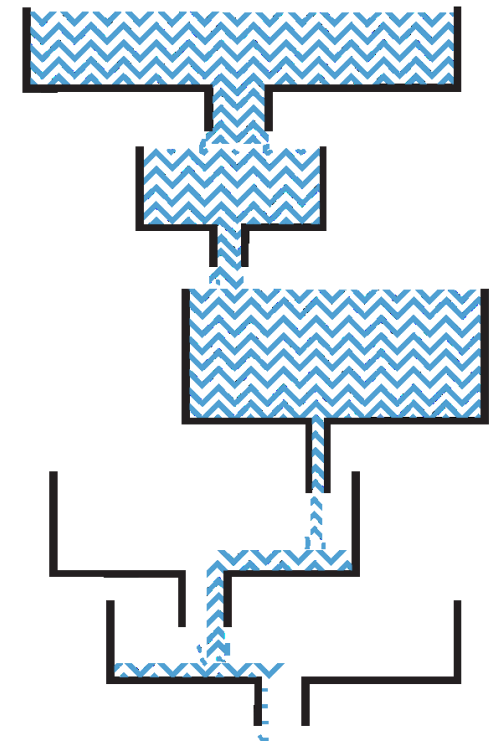


What we do

- Marris Consulting has a reputation for its capacity to be pertinent in nearly all kinds of industry. We have worked in over 200 companies helping in designing, making, selling and distributing:
 - cars, hamburgers, aeroplanes, perfume, trains, rockets, industrial equipment, pharmaceuticals, home delivery services, computer chips, chips (food), maintenance / repair / overhaul (MRO) of planes and trains, luxury handbags, corrugated cardboard production, the defence industry, Swiss watches, steel manufacturing, plastics, bank notes, satellites, gold mines ...
- We are committed, viscerally, to producing results. Results that are well beyond our clients' expectations. And results that last. Better still we incessantly seek to strengthen the process of on-going improvement; we want to see our ex-clients getting better and better many years after we intervened.



Marris Consulting



How we do it

- We understand that the hardest part of what we do is to change "people". Apart from the pertinent ideas that we must have we must directly and indirectly change individual and collective behaviour.
- We work simultaneously at all levels of the company from the front line operators to the board room.
- We are recognized experts in many different fields: "Lean" (manufacturing/engineering/management/..., the Theory Of Constraints, Six Sigma, Industry 4.0, DDMRP ...
- One of our key strengths is that we analyse each of our new client's business & culture and then we mix up the right cocktail of solutions. We never impose a so called industry best practise.
- We like simple solutions. Simple is beautiful.



Philip Marris presents the
38th TOCPA Conference program

Theory of Constraints marketing & awareness activities

■ 5 Permanent news websites (www.Scoopit.com)

- Theory Of Constraints (English & French)
- Critical Chain in (English & French)
- TLS: ToC + Lean + Six Sigma

■ >250 free videos (YouTube Channel)

■ Discussion Groups (LinkedIn)

- Critical Chain
- TLS: ToC, Lean and Six Sigma

■ 2 dedicated websites in French

- ToC in Production
- ToC in Projects

■ Others:

- Twitter, Facebook, Viadeo, Etc.

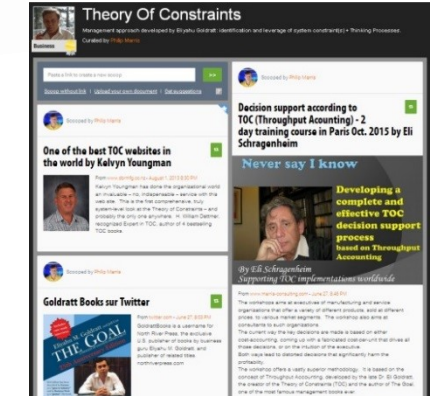
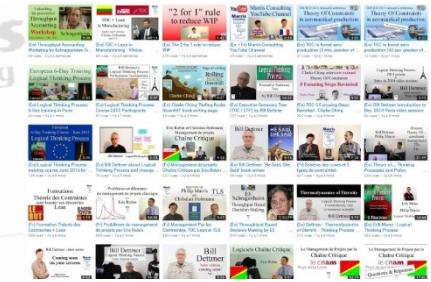
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We are honoured to have been able to help...



Philip Marris, Founder and CEO of Marris Consulting

Business transformation, Theory Of Constraints and Lean expert



33 years of experience, 59 years old, Manufacturing & Supply Chain expert
Bilingual & bicultural English/French

COMPETENCIES

- **Transformation programs in industry**
- **Industrial Excellence Expert (manufacturing and product development).** Recognized expert in Lean, Six Sigma and Theory Of Constraints. Often combines these ("TLS").
- **Project Management.** Critical Chain Project Management & Lean Engineering.
- **Author** of an industrial management bestseller in France: *Le Management Par les Contraintes en gestion industrielle*, Editions d'Organisation.

FORMER POSITIONS

- Cap Gemini Ernst & Young / Bossard Consultant: In charge of Manufacturing Operations for France & Europe (>200 consultants)
- Cap Sogeti Industrie
- Creative Output: collaborated with E. Goldratt author of *The Goal*
- Vallourec: Shop floor foreman, Methods Engineer
- Professor at HEC Management School (Supply Chain & Manufacturing).

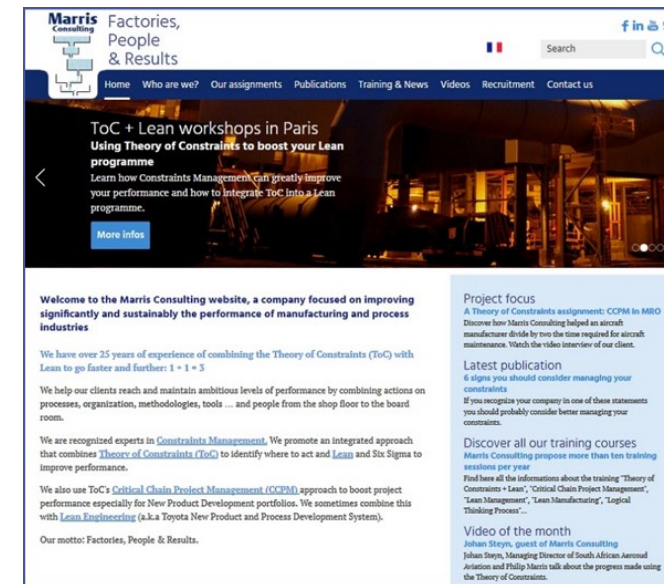
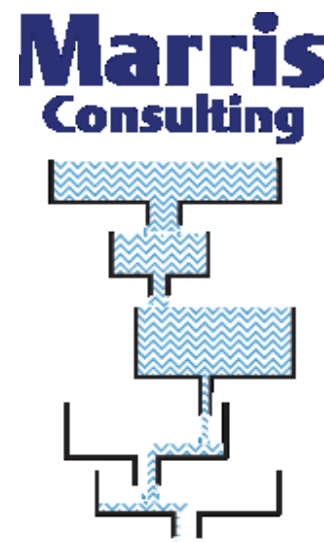
SECTORS / CLIENTS

- Over 240 engagements in industry
- Aeronautical (several). Pharmaceuticals (several)
- Automotive industry: car makers and suppliers, buses ... (several)
- MRO rail aeronautical and trains (several)
- Process industry: steel, glass, cardboard, extruded plastic
- World leader in luxury goods. World leader in ball bearings
- Packaging: cardboard, steel, plastic
- World leader in fast food
- World leader in electrical power systems, Furniture manufacturer, Satellites, Marine engines, Armoured vehicles, Luxury watches, Printed circuit boards, rockets ...

MISSIONS / RESULTS

- **R&D & Industrialisation / Engineering / New Product Development (sample):**
 - Aeronautical OEM, 700 p., project durations -60%, On Time >97%.
 - Luxury Goods designer and manufacturer. Durations – 65%, Throughput and productivity >+150%
 - Medical Devices: 2 successful CCPM implementations
 - Electric bus battery pack NPD / CCPM
 - Aeronautical product industrialisation portfolio: reduced durations and projects finish on time
 - CCPM in an industrial equipment manufacturer. Lead times reduced by 45%, Throughput and Productivity over +150%. Projects completed on time went from less than 25% to over 85%.
 - Several aeronautical product development and industrialisation projects involving up to 500 people per project in up to 6 different simultaneous facilities with budgets up to 20M€ each.
 - New product development and product relooking: reduction of over 45% of average project duration, increase in number of projects completed each year of over 50%.
- **Production, Operations & Supply Chain (sample):**
 - Worldwide automotive OEM tier 1 supplier: increase in Throughput of 17% in 15 minutes. Savings >\$400M per year. saved relationship with largest customer.
 - Large MRO (Maintenance, Renewal & Overhaul) Major European railway operator (France, 200 000 p.): in one of the main factories (940 p.) reduction of the production lead-times for the renovation of high speed trains from 126 days to 38 days . 8 assignments in 8 factories with similar results.
 - Labour productivity: furniture manufacturer +35% in 6 weeks, M.R.O: 80% in 2 months, manufacturing equipment (assembly) +70%, ...
 - Automotive Supplier (France, 350p.): Increase in the O.E.E. of the bottleneck, change from 5x8 shifts to 2x8 while providing the same output.
 - Complete reengineering of the Supply Chain of a steel manufacturer: Long term strategic planning, Sales & Operations Planning, Scheduling. Implementation of TOC/MPC. Increase in 40 points in due date performance
 - Manufacturer of large machines for cardboard packaging: reduction in the delivery lead-time by over 50% and a reduction in the number of hours of labour per machine of over 30%.
 - Aircraft MRO: reduced durations by over 50% and increased productivity by over 80% in 2 months.

Marris Consulting



Factories, People & Results

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