



Lean Supply Chain Management Essentials: A Framework for Materials Managers

By Bill Kerber, Brian J. Dreckshage

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Presenting an alternate approach to supply chain management, **Lean Supply Chain Management Essentials: A Framework for Materials Managers** explains why the traditional materials planning environment, typically embodied by an Enterprise Resource Planning (ERP) system, is an ineffective support system for a company that wants to adopt Lean practices. It begins by defining supply chain management basics, including roles, objectives, and responsibilities from a traditional framework. Next, it describes Lean basics and explores the conflicts between Lean and the traditional framework.

The book focuses on the materials management aspects of Lean, such as leveling work into the value stream, heijunka scheduling, standard work, and the concept of intervals, including Every Part Every Interval (EPEI). By combining traditional materials management tools, such as Sales and Operations Planning (S&OP), with Lean manufacturing approaches and applying them to different manufacturing environments, the authors clarify the logic behind why you are doing what you're doing with Lean components and how they fit together as a system. Specifically, they explain how to:

- Determine which leveling strategy to use to smooth production
- Calculate interval to determine lot sizes in various production environments
- Apply Lean to purchasing, warehouse, and logistics areas
- Use your value stream map for green initiatives and risk management
- Replace capacity planning and shop floor control with visual factory, operator balance charts, EPEI, and plan for every part

Illustrating why balancing demand and capacity is better than trying to balance supply and demand, the book includes a definitive chart that matches Lean tools to the planning and control charts that have served as the model for ERP systems. It integrates the principles learned from Toyota's fifty-plus-year journey with Lean principles to provide the up-to-date understanding required to approach the application of Lean to your supply chain with a methodology that allows for

experimentation, learning, and continuous improvement.

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Editorial Review

From the Author

This book is written to contrast Lean vs. traditional approaches to Supply Chain Management. When we wrote the book, we wanted to appeal to both Supply Chain and Operations Management practitioners (your typical APICS member/demographic) who are either working on Lean or considering Lean at their manufacturing facility. Although there are many good Lean books, Bill and I didn't feel that they addressed a lot of the issues that these professionals face...especially considering that these practitioners have been told that MRP/ERP is the best tool for them to use, even in a Lean environment.

Although Bill and I have worked with MRP/ERP for many years, we believe that it is not the best tool to use in many of the key areas of the supply chain, especially if you are working to become Lean. Our goal is to point out these problem areas, explain why traditional methods don't work in a Lean Environment, and show the reader what to do instead. These areas include forecasting (a futile process), leveling - specifically how to choose and implement a leveling strategy (leveling is not a one-size fits all process), lot sizing (yes, there is lot sizing in Lean), scheduling - including shop floor control, Lean purchasing and Lean warehousing.

The Lean Framework that we take the reader through is designed to be a contrast to the MRPII/ERP framework (standard system) that has been around for years.

Bill and I have been Supply Chain and Operations Management Consultants for years and we were part of the team that redesigned and rewrote the APICS Lean Enterprise Training that is currently offered by APICS Chapters world-wide. It was our attempt to bring APICS into the 21st Century and offer an alternative to their narrow focus on MRP. We both have been involved in Lean for a number of years, and Bill was on the faculty of the Lean Enterprise Institute (LEI).

Unfortunately, Bill lost his battle with cancer as we were wrapping up work on this book. He wanted this book to be his legacy and I am grateful that we were able to work on this together.

About the Author

Bill Kerber was a principal of High Mix Lean, a Lean Transformation consulting firm in Medford, New Jersey.

Brian J. Dreckshage is a Supply Chain Management Consultant currently serving clients at Scott AFB, IL and throughout the Midwest.

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