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Pre-Conference Workshops: October 30, 2022 from 3–7 PM EDT



The Demand Driven Adaptive Enterprise Master Class

Presented by Carol Ptak & Chad Smith

SUMMARY Businesses are dying faster than ever as they fail to drive adaptation to an increasingly more complex and volatile set of circumstances. Management is starving for relevant information, much of which is obscured and distorted by antiquated models, methods, rules and tools held over from decades past. What will it take to change this? This workshop reveals a new management framework that enables a flow-based system of management to drive return on investment performance and adaptation for sustainability and improvement in the longer range. The new framework is called the Demand Driven Adaptive Enterprise (DDAE) Model. The Demand Driven Adaptive Enterprise (DDAE) Model spans the operational, tactical and strategic ranges of an organization allowing it to continuously and successfully adapt to the complex and volatile supply chains we see today. It combines the fundamental principles of flow management with the emerging new science of complex adaptive systems (CAS). It is the way that successful businesses will work in the 21st Century. This half day workshop will prove a compelling need for change, demonstrate fundamental solution principles and reveal a blueprint to transform the entire enterprise. Businesses are dying faster than ever as they fail to drive adaptation to an increasingly more complex and volatile set of circumstances. Management is starving for relevant information, much of which is obscured and distorted by antiquated models, methods, rules and tools held over from decades past. What will it take to change this? This workshop reveals a new management framework that enables a flow-based system of management to drive return on investment performance and adaptation for sustainability and improvement in the longer range. The new framework is called the Demand Driven Adaptive Enterprise (DDAE) Model. The Demand Driven Adaptive Enterprise (DDAE) Model spans the operational, tactical and strategic ranges of an organization allowing it to continuously and successfully adapt to the complex and volatile supply chains we see today. It combines the fundamental principles of flow management with the emerging new science of complex adaptive systems (CAS). It is the way that successful businesses will work in the 21st Century. This half day workshop will prove a compelling need for change, demonstrate fundamental solution principles and reveal a blueprint to transform the entire enterprise.

SPEAKER BIOS Carol Ptak is currently a partner with the Demand Driven Institute (www.demanddriveninstitute.com) and was most recently at Pacific Lutheran University as Visiting Professor and Distinguished Executive in Residence. Previously, she was vice president and global industry executive for manufacturing and distribution industries at PeopleSoft where she developed the concept of demand driven manufacturing (DDM). Ms. Ptak spent four years at IBM Corporation culminating in the position of global SMB segment executive. A leading authority in the use of ERP and Supply Chain tools to drive improved bottom line performance, Ms. Ptak's expertise is well grounded in four decades of practical experience as a successful practitioner, consultant and educator in manufacturing operations. Her pragmatic approach to complex issues and dynamic presentation style has her in high demand worldwide on the subject of how to leverage these tools and achieve sustainable success.

Chad Smith is the coauthor (with Carol Ptak) of the third edition of Orlicky's Material Requirements Planning (McGraw-Hill, 2011) and Demand Driven Material Requirements Planning (Industrial Press, 2016) and Precisely Wrong –

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Why Conventional Planning Fails and How to Fix It (Industrial Press 2017). He is also the coauthor (with Debra Smith) of Demand Driven Performance: Using Smart Metrics (McGraw-Hill, 2014). He is a cofounder of and partner in the Demand Driven Institute, an organization dedicated to proliferating demand driven methods throughout the world. In 1997 Mr. Smith co-founded Constraints Management Group (CMG), a services and technology company specializing in demand driven manufacturing, materials, and project management systems for midrange and large manufacturers. He served as Managing Partner of CMG from 1998 to 2015. Clients, past and present, include Unilever, LeTourneau Technologies, Boeing, Intel, Erickson Air-Crane, Siemens, IBM, The Charles Machine Works (Ditch Witch), and Oregon Freeze Dry. Mr. Smith is also a certified expert in all disciplines of the Theory of Constraints, studying directly under the tutelage of the late Dr. Eli Goldratt.

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Supply Chain



A Future with No Missing Skills

Presented by Caroline Mondon

SUMMARY In an increasingly complex world, the ability of companies to adapt their skills is crucial for their survival and for the personal growth of their employees. The Demand Driven Skills Model (DDSM) allows companies to visually detect the missing skills and to quickly and systemically adapt in order to meet the challenges of a demand driven business. Much has been written about how to manage stock, time and resource capacity with a demand driven approach, but what about the people and skills that it takes to maintain and sustain a Demand Driven Adaptive Enterprise? Missing skills can slow down or even stop the flow, thus turning into a bottleneck. This presentation introduces the Demand Driven Skills Model (DDSM), which allows to decide where to locate and how to size skill buffers depending on priorities in order to better protect the flow in all departments of a company. Then, further innovations to implement a competitive strategy can be identified, prioritized and translated into requirements for the evolution of skills and new jobs. The DDSM includes 5 components: (1) position current skills and skill holes, (2) develop internal trainers able to maintain continuous improvement, (3) evaluate training priorities to fill skill holes when facing variability of demand, (4) introduce innovation, and (5) pull and adapt skills to support the strategy. Key elements are: - The four-level Multiskills Matrix (Student, Operational, Expert, Trainer) showing for each skill respectively 1, 2, 3 or 4 green squares for each employee performing this skill - A team of internal trainers collaborating with management - A color legend allowing to evaluate the risk for flow and to support innovations - The Competency Competitivity Plan describing the skills required to reach strategical targets over the next 3 years - Visual and continuous recognition of employees who expand their skills i.e. gaining new green squares The maturity of skills is analyzed along 3 types and 5 groups of processes: operational demand driven processes (Marketing-Sales & Supply Chain), supporting processes (Finance & HR) and a formalizing process (Total Quality). This analysis helps visualizing priorities for top management, e. g., hiring decisions or the allocation of financial resources to train employees in the strategic side of Sales & Operations Planning. During each Sales & Operations Planning cycle, top management can systematically update decisions regarding skills based on the evaluation of the priorities in these process groups. The DDSM is a proven visual, demand driven, systemic approach that contributes to managing the cultural change towards an adaptive and learning company. It can be applied in any size of flow focus business and type of industry.

SPEAKER BIO Caroline MONDON CFPIM, CIRM, CSCP, AEF, DDPP, DDLP, NLP Master Partitioner, Certified Board Member Extensive experience of operations management in manufacturing companies, with 2 positions of plant manager in a mechanical and an electrical SME and a position of Supply Chain & Logistics director across 7 countries in a multinational. Implementation of Supply Chain functions in SME, expertise in Sales & Operations Planning process. Certified board member including past president of AfrSCM. APICS, DDI Instructor and co-author of the Adaptive Enterprise Foundations and of 'The Fresh Connection serious game A DD S&OP experience'. Designer of the 4th buffer: skill described in the appendixes of the Demand Driven Adaptive Enterprise and the Adaptive Sales and Operations Planning. Author of a best-selling management book since 2005 in France: "Le chaînon manquant" AFNOR edition. Currently executive coach at VISCONTI Partners to challenge leaders having a strong desire to develop themselves as well as their organisation.

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Manufacturing/Operations



Creating Stable and Predictable Operations with a Demand Driven Operating Model

Presented by Christoph Lenhartz

SUMMARY Today's volatile, uncertain, complex and ambiguous supply chain and operations environments require stabilizing, agile and resilient operating models. A Demand Driven Operating Model (DDOM) is a supply order generation, operational scheduling and execution model using actual demand in combination with strategic decoupling and control points and stock, time and capacity buffers in order to create such a stable, reliable and agile system in the operational relevant time horizon. A DDOM is designed around four basic elements: (1) It paces to actual demand. (2) Strategic decoupling points absorb variability. (3) Operational control points are used for scheduling, gating and resource and order synchronization as required. (4) Dynamic stock, time, and capacity buffers protect the decoupling and control points. The DDOM is designed specifically for today's environment. It provides clear operational priorities to ensure high customer service, controlled inventory levels and short lead times even under adverse conditions. Within the DDOM, Demand Driven Material Requirements Planning (DDMRP) generates replenishment orders (work orders, purchase orders or stock transfer orders) for the stock buffers at the strategic decoupling points on the basis of actual demand and the buffer configuration. Detailed resource scheduling is driven around and through the operational control points. Pace setting control point resources (drums) are scheduled finitely, using the order request dates generated by DDMRP. Demand Driven Execution (Buffer Management) actively manages stock, time, and capacity buffers in relation to all open and released orders and scheduled activity. Time buffers protect the control point schedules. Capacity buffers define non control point resources' ability to absorb execution variability or support additional flow. On a continuous basis, alerts are provided as signals to DDMRP and order progress to Demand Driven Scheduling to enable early and proactive intervention as necessary to protect the flow. Adaptation describes the closed-loop feedback and the analysis of past and projected future model performance, feeding into DDS&OP and resulting in a reconfiguration of the DDOM. The model configuration or "Master Settings" replace the conventional notion of the Master Production Schedule. The presentation explains the underlying concepts and how a DDOM operates by discussing its components and interactions and illustrates its functioning through the case of a machining component manufacturer.

SPEAKER BIO Christoph Lenhartz, MBA, Jonah, TOCICO-certified, Certified Consultant (bdvb), DDPP, DDL, SCOR-P, CSCP, CSCA and TOCICO Board Member, Past TOCICO Chair. In over 20 years Christoph has acquired a wide-ranging, international experience in industry, as a successful entrepreneur and also a leader of management consulting teams in high complexity TOC implementations. He has led strategic, business transformation, supply chain management and IT projects and his expertise also includes post-merger integration of supply chain operations for major international groups. One of the leading experts in Europe in TOC and Demand Driven methodologies he is the General Manager of Catena Strategies, a TOC-based consultancy in management and operational excellence. He also serves as Master Instructor for the Demand Driven Institute. He has published articles on TOC and management topics in journals such as "Quality Progress" and has translated and written books on TOC and management topics