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A Theory of Constraints Approach to Achieve Agility: An Application

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Abstract: Current competitive environment requires that companies develop new capabilities to achieve agility to be successful in a dynamic and volatile market. Market acceptance depends on the degree upon which they satisfy not only quality and cost, but also significant levels of responsiveness and flexibility requirements. This presentation describes a Theory of Constraints approach to achieve agility in a Mexican company troubled with poor customer service measured in terms of on time delivery. The approach is complemented with the implementation of lean initiatives on the firm's shop floor.

Keywords: Lean manufacturing, theory of constraints, one-piece flow production, order cycle time.