

Order Management



WCM Supplier Academy – Speaker Introduction

Jeff Naimon – IT Business Analyst
Defense GPSC
Oshkosh Defense



Performance Expectations

Weekly Review of Planning Data

48 Hour Purchase **Order** **Acknowledgement**

Acknowledge all Purchase Order and Firm Releases within 48 Hours of placement

100% Advance Shipment Notice (**ASN**)

Submit ASN with all shipments to all Oshkosh facilities

100% On Time Delivery (**OTD**)

Deliver exact number of parts ordered on the due date



Expectations Explanation

Weekly Planning Data Review

- Supply Chain Planning
 - obtain material and purchased goods required for production
 - ensure adequate capacity to satisfy on time delivery of product

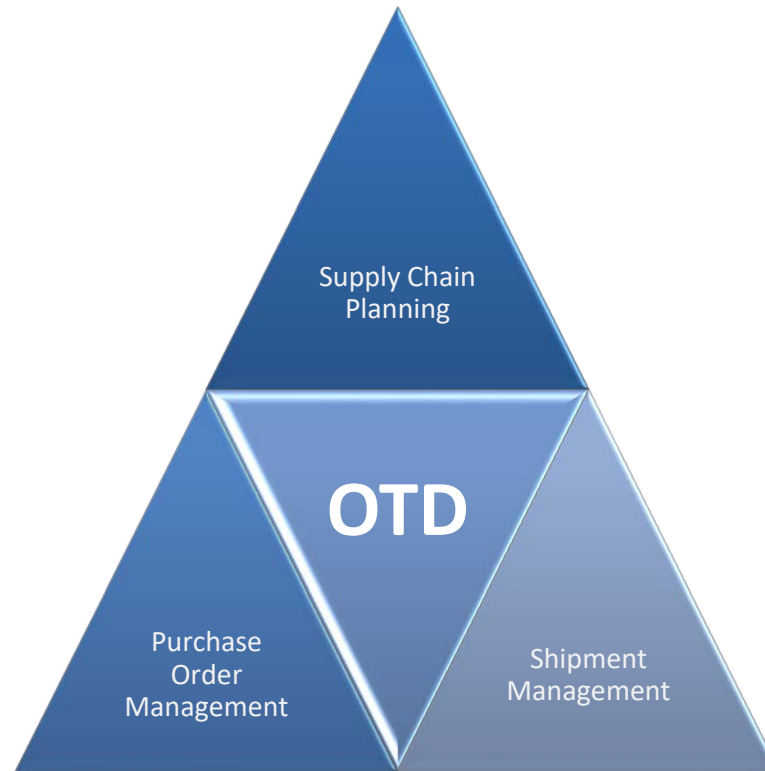
48 Hour Acknowledgement

- Purchase Order Management
 - Acknowledge receipt of, terms within (Price, Qty, Delivery Date), and changes to PO and Firm Releases

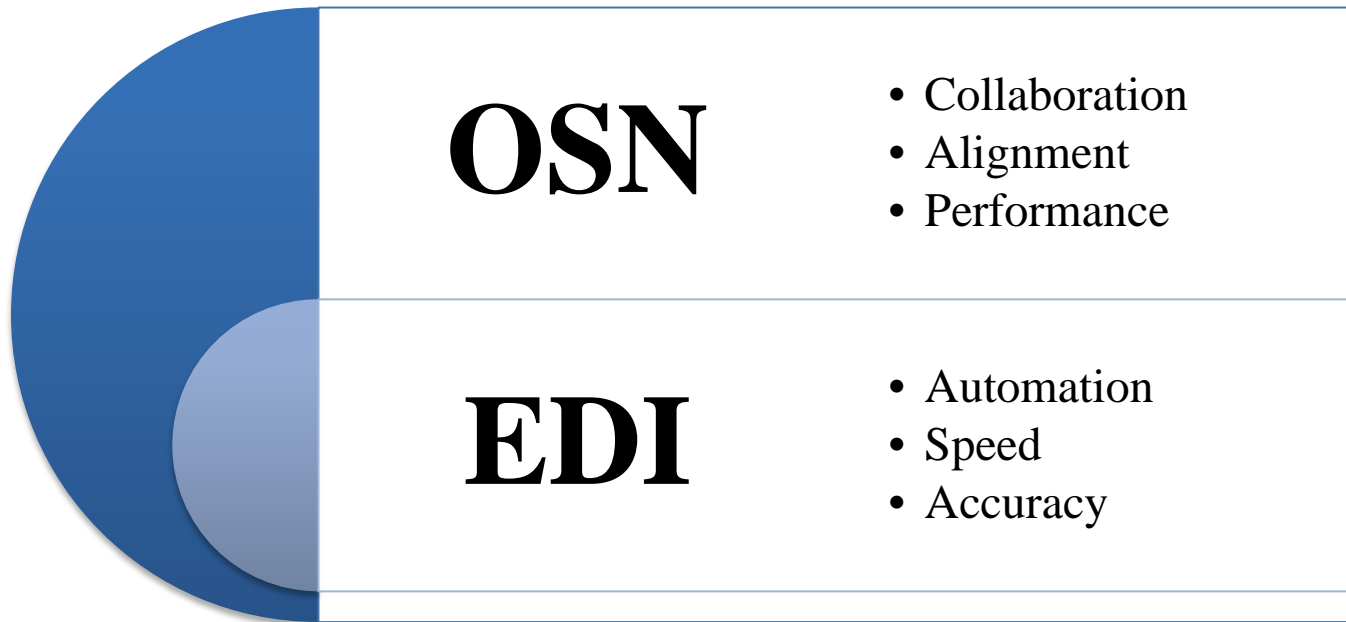
100% ASN Compliance

- Shipment Management
 - Request carrier for all shipments using Oshkosh systems
 - Submit Advanced Shipping Notice (ASN) for all shipments to all Oshkosh facilities using Oshkosh systems


Expectations Explanation



Achieving Expectations: Communication Systems



Systems: OSN



Oshkosh Supplier Network (OSN)

a web based communication portal
used by Oshkosh Corporation
and its Suppliers.

Communication Systems: OSN

Supply Chain Planning

- 52-week forecast provided by part and updated weekly

Home

Orders

Shipments

Finance

Reports

Supplier Contacts

Buyer Planning

Supplier Performance Dashboard

Help

Notifications

Buyer Planning >

Horizontal Schedule

Item SearchExport

Forecast

Schedule Number

H0130MAY2016

Horizontal Start Date

30-May-2016

Horizontal End Date

28-May-2017

Operating Unit

Oshkosh Leon - Mexico

Supplier Name

Current Display

Forecast

TIP Net Change is the FORECAST Net Change

Item Number	Supplier Item Number	Ship to	Blanket Number	PAST DUE	30-MAY-2016	06-JUN-2016	13-JUN-2016	20-JUN-2016	27-JUN-2016	04-JUL-2016	11-JUL-2016	18-JUL-2016	25-JUL-2016	01-AUG-2016	08-AUG-2016	15-AUG-2016	22-AUG-2016	29-AUG-2016	05-SEP-2016	12-SEP-2016	19-SEP-2016	26-SEP-2016	03-OCT-2016	10-OCT-2016	17-OCT-2016	24-OCT-2016	31-OCT-2016	07-NOV-2016	14-NOV-2016
	CM	1020103		0	0	0	0	0	0	0	0	0	0	1691830		97305194612	97305194611	973060		194611	973060	97305194611	194612	973060	97305194611	194612	194611	97305194612	
	CM	1020103		0	0	0	3044	7129	7129	7129	14178	7129	10654	7129	14258	7049	142580		7129	10654	10654	7129	10654	10654	7129	10654	7129	10654	7129
	CM	1020103		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	CM	1020103		0	0	0	0	0	0	7334	7940	18301	8007	15542	1077	25701	1413	12582	10833	13389	1212	23818	11236	14398	8949	14197	11976	13927	17022
	CM	1020103		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	CM	1020103		0	0	0	0	0	0	3081	14057	11842	21704	16625	21069	15287	19607	23647	20448	0	21993	24274	23952	23941	20629	17875	23205	25628	26364
	CM	1020103		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	241	1786	2233	2233	2233

Communication Systems: OSN

Purchase Order Management

- Acknowledgement and Change Management

Home

Orders

Shipments

Planning

Finance

Admin

Announcements

Supplier Performance Dashboard

Help

Purchase Orders

Blanket Contracts

Purchase History

Multiple PO Print

Orders: Purchase Orders >

Purchase Orders

Views

View

Purchase Orders to Acknowledge

Go

Select Order:

Acknowledge

Request Changes

Select	PO Number	Issue Date	Version	Operating Unit	Document Type	Action	Last Changed Date	Buyer	Currency	Amount	Status
<input type="radio"/>	867520	2016-05-17	0	McNeilus Corporation	Standard PO	KANBAN ORDER	26-May-2016 09:37:11	Bartel, Dewey	USD	1.40	Requires Acknowledgment
<input type="radio"/>	867492	2016-04-18	1	McNeilus Corporation	Standard PO		09-May-2016 09:44:28	Jongbloedt, Karen	USD	2922.96	Accepted
<input type="radio"/>	867496	2016-04-18	2	McNeilus Corporation	Standard PO		29-Apr-2016 13:55:05	Jongbloedt, Karen	USD	4577.80	Open

Communication Systems: OSN

Shipment Management

- Load tender request

Home Orders **Shipments** Planning Finance Admin Announcements Supplier Rating Supplier Performance Dashboard Help

Delivery Schedules | ASN/ASBN | **TMS** | Receipts | Overdue Receipts

Shipments: TMS >

Create Truck Request --Truck Request Id: 2305

[Return to Search Page](#) [Preview/Submit](#) [Save](#) [Add/Modify Address](#)

Truck Request Header Stops Commodities

[Personalize "Truck Request Header"](#)

Truck Request Header Information

[Personalize "Truck Request Header Information"](#)
[Personalize Stack Layout: \(ShipInfoInstrRN\)](#)

* Indicates required field

[Personalize Default Double Column: \(TruckReqHeaderDetRN\)](#)

* Primary Customer	<input type="text"/>	* Equipment Type	LTL ▼
* Truck Mode	Partial Truckload ▼ Go	* Account Type	Collect ▼
BOL Number		Carrier	
Pro Number			

[Return to Search Page](#) [Preview/Submit](#) [Save](#) [Add/Modify Address](#)

Communication Systems: OSN

Shipment Management

- ASN submission

Home | Orders | Shipments | Planning | Finance | Admin | Announcements | Supplier Performance Dashboard | Help

Delivery Schedules | **ASN/ASBN** | TMS | Receipts | Overdue Receipts

Shipments: ASN/ASBN >

Create Advance Shipment Notice

Shipment Header | Shipment Lines

Shipment Information

* Indicates required field

* ASN Number Note: ASN number should be your packing slip number

* Shipment Date Note: Shipment Date cannot be later than today

* Expected Receipt Date Example: 02-Jun-2016 16:14:43

Freight Information

* Number of Containers

Packaging Code

Special Handling Code

Tare Weight UOM

Net Weight UOM

* Freight Carrier Note: This is for additional packing slips

* Tracking No. Or BOL

Packing Slip

Tare Weight

Net Weight

Comments

Communication Systems: EDI

Electronic Data Interchange
(EDI)

Computer to computer exchange of
business transactions using a
standard format.

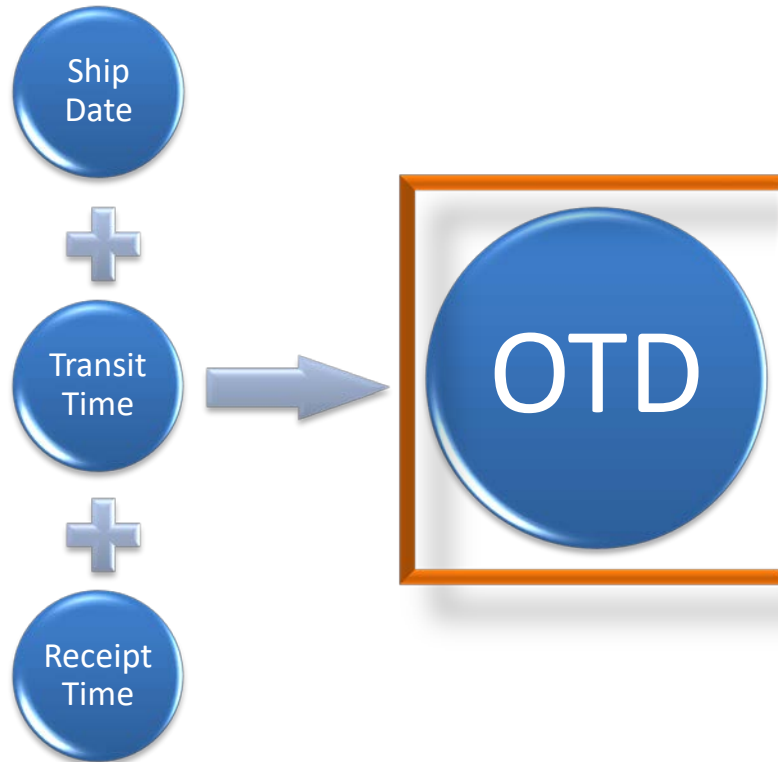
Communication Systems: EDI

EDI Transactions	Additional Description	Notes
810 Invoice	Supplier Invoice for parts purchased by Oshkosh	
816 Organizational Relationship	Changes to Ship To Locations	Sent weekly on Saturday if changes occurred
830 Forecast	52 week planning data	Sent weekly each Monday
850 Purchase Order	Blanket and Discrete	Sent immediately
855 Purchase Order Acknowledgement	Supplier Acknowledgement	Received from supplier against 850 purchase orders
860 Purchase Order Change	Buyer Initiated Change to blanket or discrete PO	Sent as needed to suppliers to communicate agreed-upon changes
865 Purchase Order Change Acknowledgement	Supplier Acknowledgement or Change Request	
856 Advanced Ship Notice	Supplier Notification of Shipments sent	Sent by Supplier with each shipment
997 Functional Acknowledgement	"technical handshake" between systems	

Ship Date Transformation: Order Management Metric



Order Management Metric (OTD)



Metric Considerations:

OTD performance is Supplier responsibility

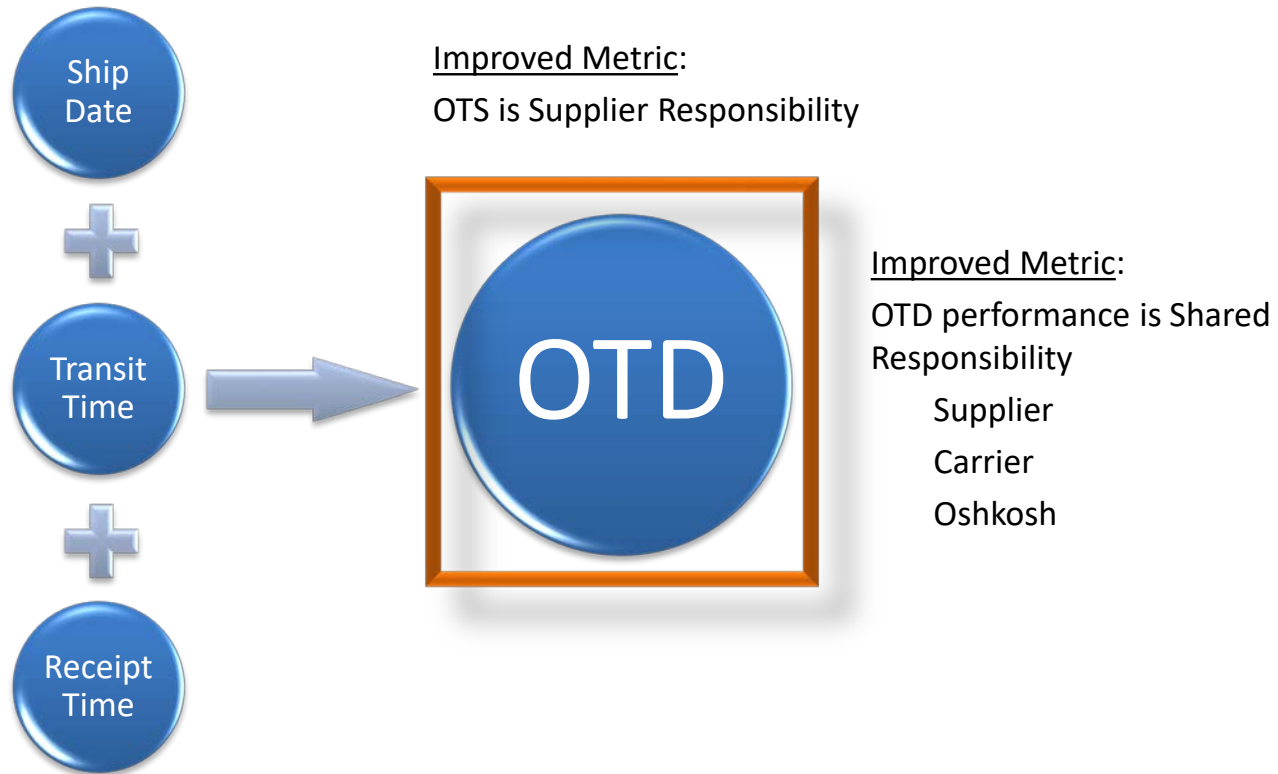
Supplier must manage variables outside of their control

Transit Time

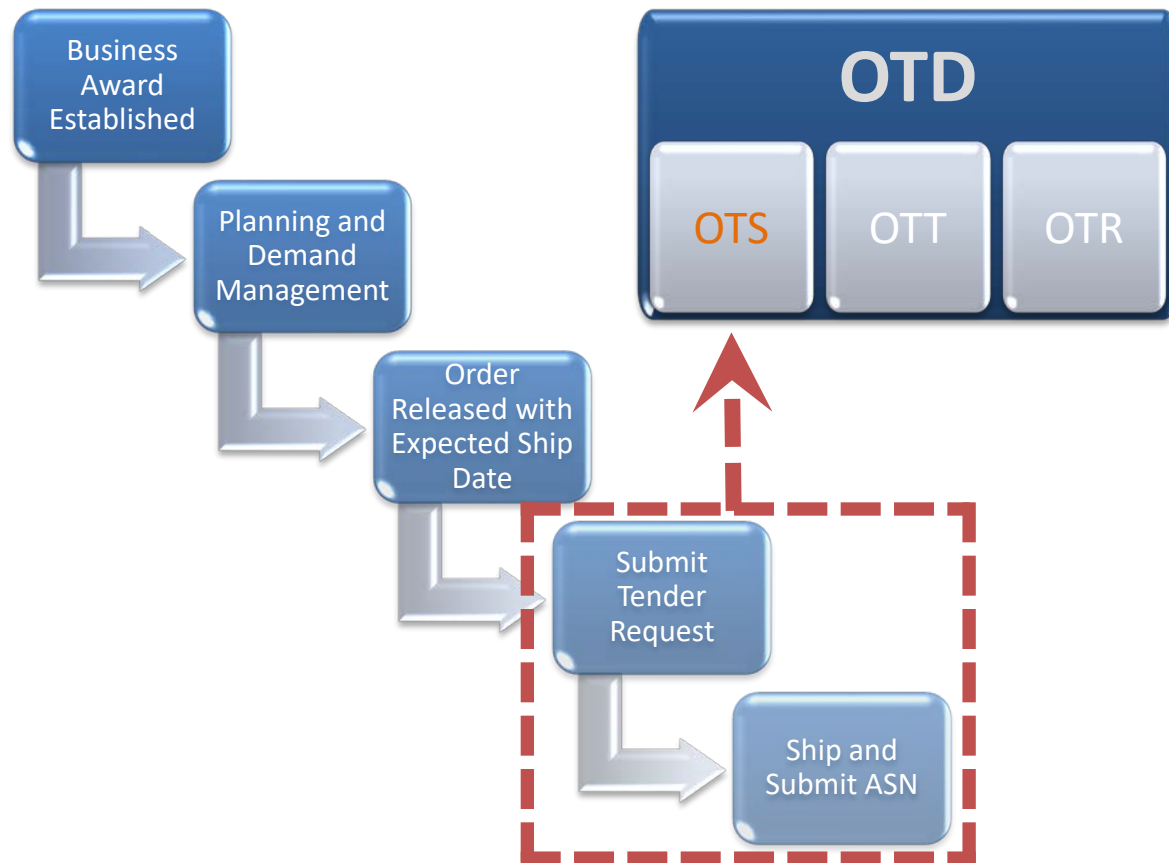
Receipt time

Delivery window is used to calculate OTD performance to account for variables

Transformation Vision: Metric (OTS)



Transformation Vision: Explained



Transformation Vision: Success Criteria

Weekly Planning Data Review

+

48 Hour Purchase **O**rders **A**cknowledgement

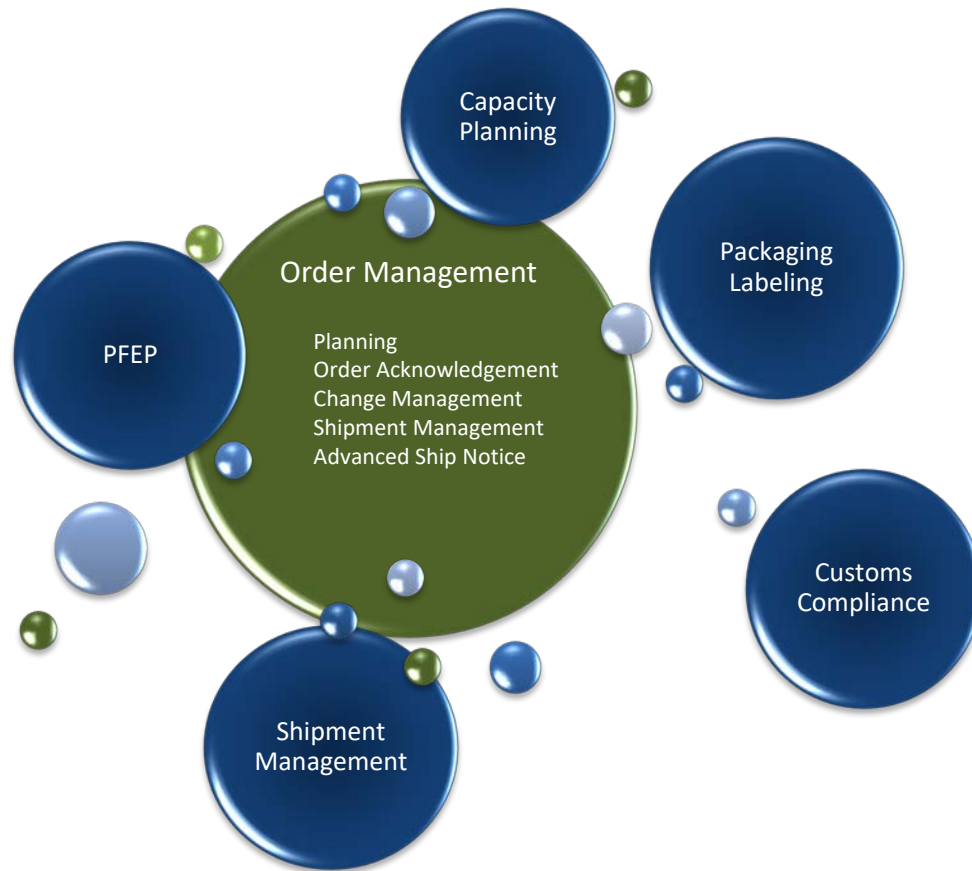
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100% Advance Shipment Notice (**ASN**)

=

100% On Time Delivery (**OTD**)

Transformation Vision: Success Criteria



Questions?



Fundamentals of Capacity Management



What is Capacity Management?

When automotive executives were asked about their supply chain challenges...

- *“Everyone is running flat-out and we’re a lot more exposed in terms of any production issues because you just can’t recover and the constraints are contributing to problems with quality.”
– Hau Thai-Tang, Executive Vice President of Global Procurement, Ford Motor Company (October 2013).*
- *“Everyone has parts shortages... the supply chain is one of our biggest threats. Everyone cut back and is now ramping up. We can't get up to speed as quickly as in the past.” –Carla Bailo, Head of Nissan Americas' Research and Development in Farmington Hills (June 2013)*

What does Capacity Management mean to you?



What is Capacity Management?

- Understanding and aligning resources to meet customer requirements
- Why focus on capacity management?
 - Historically a primary cause of supplier caused shortages (Figure 1)
 - Has a large effect on supply chain lead times

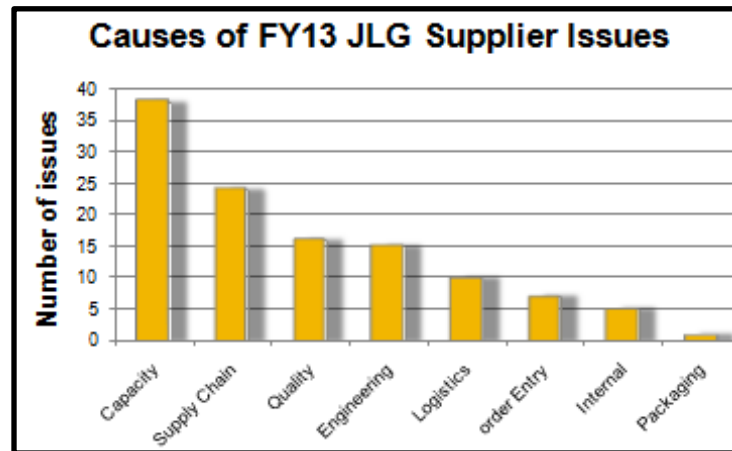
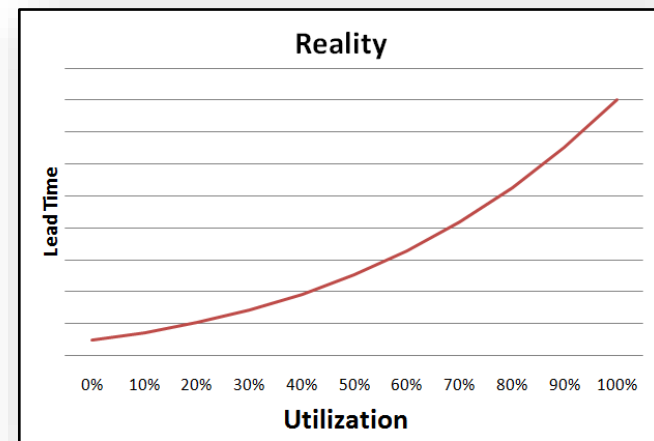
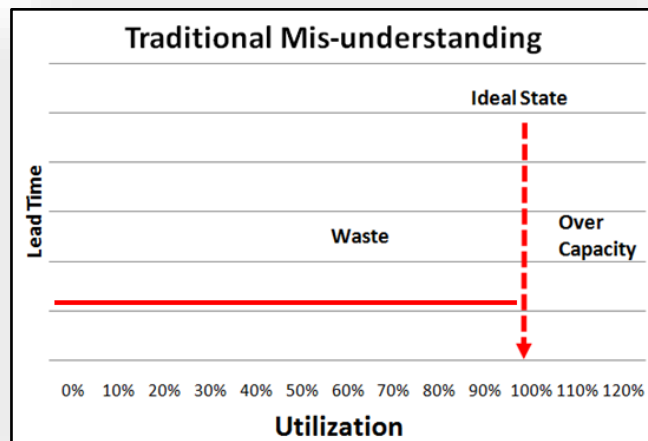


Figure 1

Why is it so difficult?

- Many suppliers struggle seeing constraints until its too late
 - ERP systems historically assume “infinite capacity”
- Suppliers are hesitant to say “No” to additional business
- Lead times are not static

Relationship between utilization and lead time



How does capacity affect the 4 priorities?

Delivery / Supply Chain

Mismanagement of resources creates production constraints resulting in missed delivery schedules.

Quality / Launch

Quality issues are a form of waste which ties up needed capacity for fixing problems rather than fulfilling customer requirements.

NPD - Program Management

Suppliers need to allocate additional capacity towards achieving new project objectives while sustaining existing production.

Competitiveness

Over capacity situations drive costs such as expedited freight, overtime, and outsourcing.



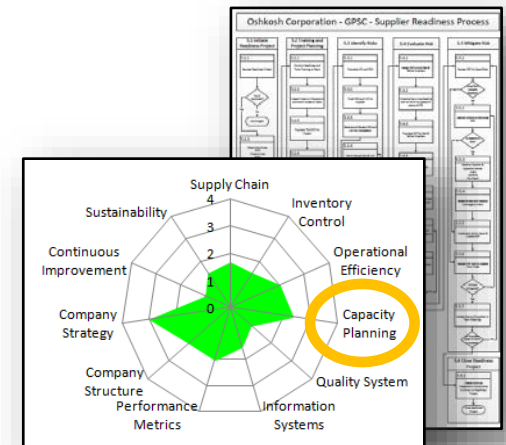
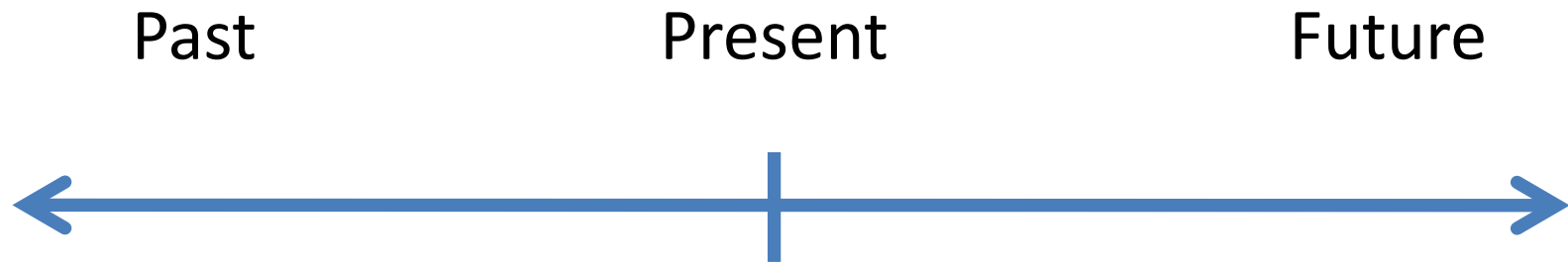
Our Capacity Management Journey



Supply Chain Academy

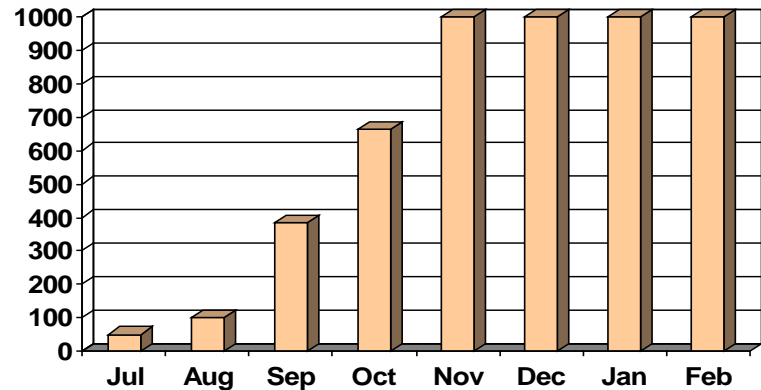


Oshkosh Corporation's Journey in Supplier Capacity Management

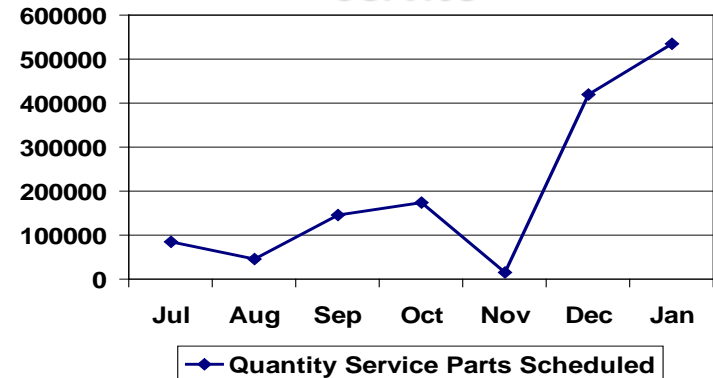
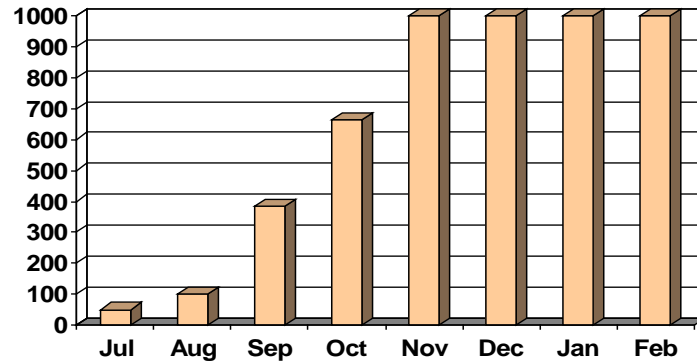


And they needed a solution...FAST!!!

- **December 20th 2008**
 - 47 days from the receipt of the RFP, including Christmas and New Year's Day to turn in a proposal and three test vehicles
- **June 30th 2009**
 - Oshkosh is chosen as sole supplier for initial order of 2,244
- **October 2009**
 - First trucks are due to arrive in Afghanistan
- **July 2010**
 - Oshkosh delivered over 10,000 MATVs in just over 10 months



MATV Build schedule



Build Ahead Plan (SDAP)

The chart displays two data series: Production (blue line) and Inventory (green line) over time. The Y-axis represents quantity in Kts, ranging from 0 to 1600. The X-axis represents time in weeks, from 8/3/2009 to 11/3/2010.

Production starts at approximately 50 Kts, rises to 200 Kts by late 2009, and then fluctuates between 200 and 500 Kts until early 2010. It then drops sharply to near zero by late 2010.

Inventory starts at approximately 50 Kts, rises to 200 Kts by late 2009, and then fluctuates between 200 and 500 Kts until early 2010. It then rises sharply to a peak of approximately 1400 Kts in late 2009 and early 2010, before dropping sharply to near zero by late 2010.

Seats, Doors, Rear Wall

A1 Armor (Israel)

Window Frames

JDO (OH)
Frame 1(France)

Slides, Floors

JDO(OH)
STF (TN)

Firewall

STF (TN)
Dooty Mfg(MI)

Add-ons

Startech(MN)
Carmel(TX)
LZO(MD)

Belly Deflector

Extreme Mfg (NC)

Wheel Zone Deflectors

JLC (VT)
Arand (NY)

Painting

JDO(VT)
Leving Coatings (PA)
Aeromac (NY)
PacSystems (NY)
SABOT (NY)
Rock Island (CO)

Importer, Rtg Capsule Components

A1 Armor NA (VT)

Framed transparent armor

ClearTech (PA & IN)

Capsule Assembly Vehicle Assembly

JLG (PA)

Vehicle Assembly

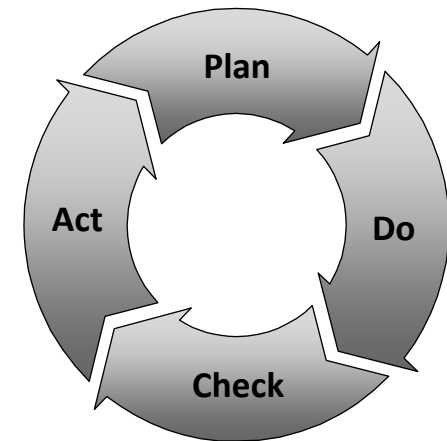
Oshkosh (NE)



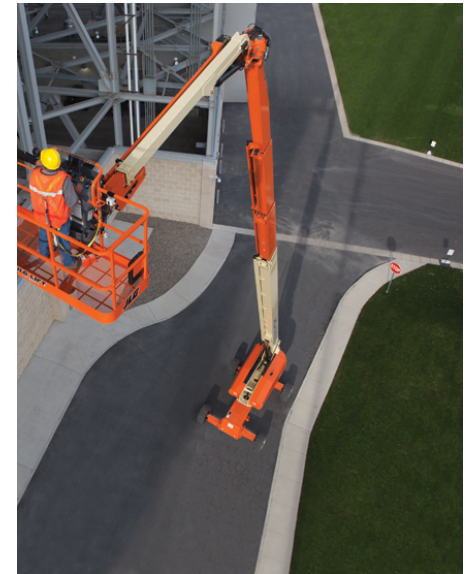
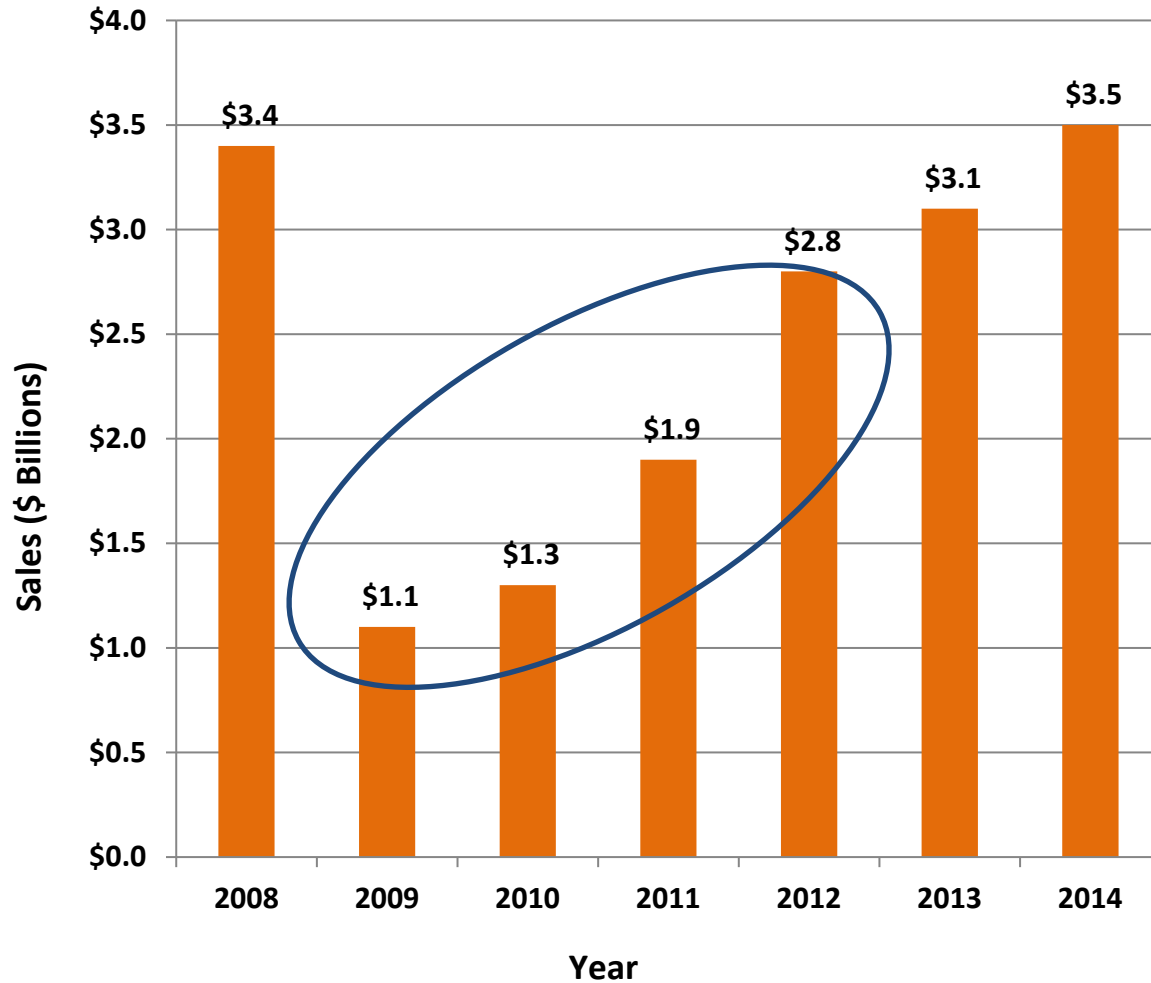
Reactive Take-Away's

1. “Brute force” mitigation is very labor intensive and inefficient
2. You can do anything with an army of people, but this is not commercially viable for normal operations

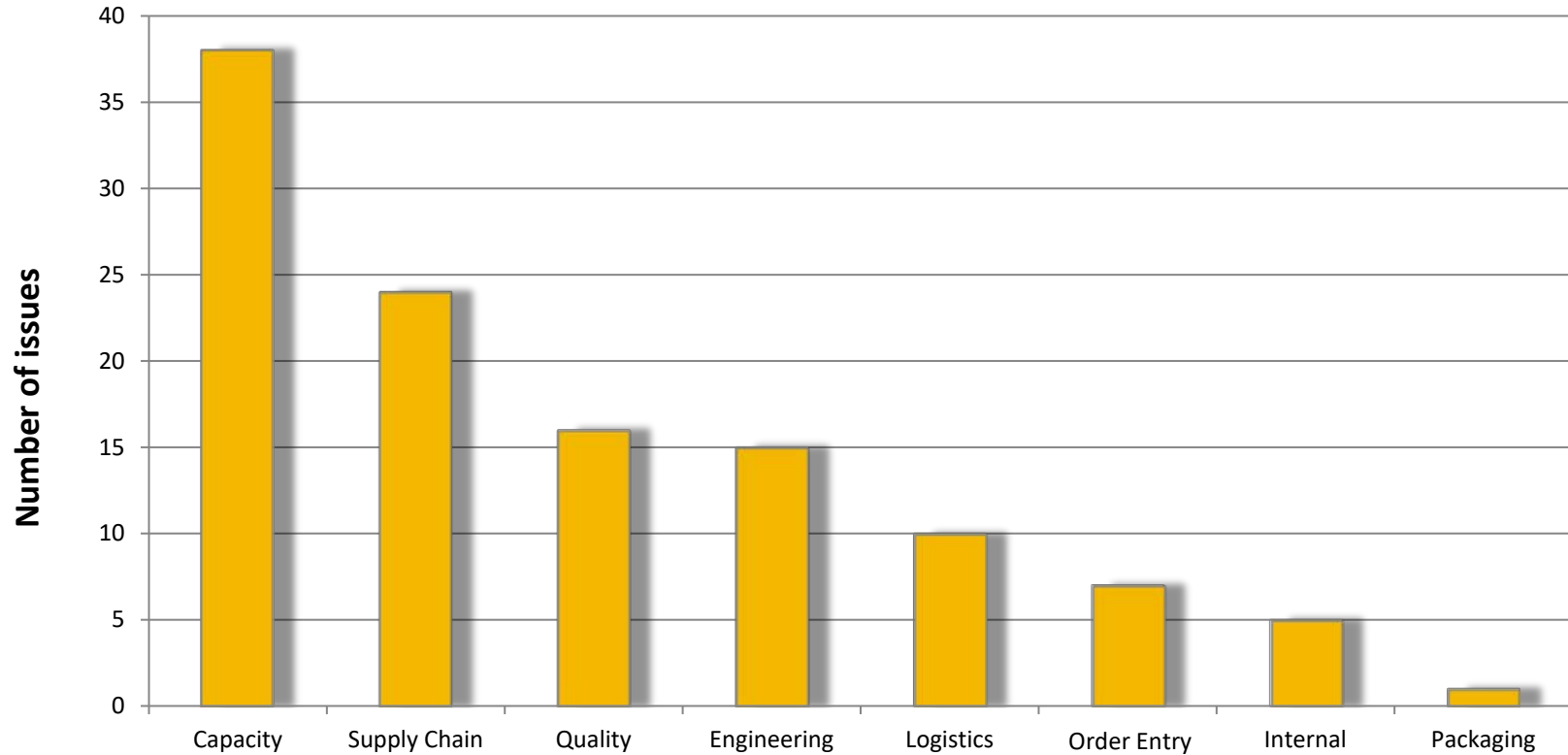
“You don’t get late, late, you get late early, you just don’t know it! – This was not going to happen to us”



JLG Recovery coming out of the Great Recession



Where should we focus?



Capacity constraints were historically the #1 cause of line shortages



Supplier Launch Readiness - Plan

Supplier Launch Readiness Process

Initiate Project

OSHKOSH CORPORATION
10000 WISCONSIN DRIVE
MILWAUKEE, WI 53217-1000
(760.000.0000)

(TODAY'S DATE)

Dear (Insert supplier name):

Oshkosh Corporation would like to take this opportunity to notify your company that production volumes on the (MODEL) will start beginning in (INSERT YEAR), and start to increase significantly beginning in (INSERT YEAR). As a key supplier of critical components on the (MODEL), you are receiving this notification as a preliminary notice to ensure your company has capacity to absorb the increased volume. The increased requirements are currently reflected in your supplier schedule you receive weekly.

In preparation to support the start-up and increasing production volume of the (MODEL), we are requesting that you have the Supplier Readiness Pack assessment (attached) and Letter of Commitment completed by the appropriate individuals within your organization and submitted to Oshkosh Corporation by (DATE).

Letter of Commitment:

Each subcontractor shall provide a letter of commitment that confirms the responses provided in the Supplier Readiness Pack assessment. The letter will also confirm the subcontractor's ability to meet the production start-up schedule as outlined on page 2 of this letter.

(1) The letter of subcontractor commitment shall be endorsed by a senior official of the subcontracting company.

(2) The letter will be provided under the subcontractor's letterhead to confirm endorsement by your company.

Once you have completed the required forms please mail them to: (OSHKOSH CONTACT NAME), (OSHKOSH EMAIL ADDRESS). If you do not have the correct person to provide this information, please forward to the appropriate individual in your company.

Sincerely,
(SIGNATURE)
(NAME)
VP of GPIC Defense
Oshkosh Corporation - (INSERT DIVISION)

(SIGNATURE)
(NAME)
Plant Manager
Oshkosh Corporation - (INSERT DIVISION)

Letter of Commitment

Identify Risk

Supplier Program Readiness Assessment

Supplier Name: _____
Supplier ID: _____
Date: _____
Program: _____
Part#: _____

Staffing Requirements

1. How many staff at operation (assembly) facility staff?

2. What is the largest % support position on any given resource used in the program at your facility?

3. What is the average % overtime used at your facility?

4. What % increase in production staff is required for this program?

5. In addition to your production staff, completed how much training will the new workers require?

6. If you need to increase your staff, will you be able to meet the new requirements?

7. Do you have a training program in place for Oshkosh for this program in particular?

Part Considerations

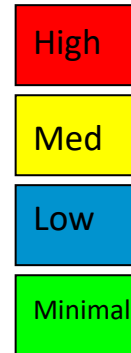
8. What is the total number of components that have been added to your facility as part of this program?

9. Is this new program an addition to or a replacement of existing production for you?

10. What % increase in volume do these new requirements represent (compared to prior or similar program currently made at your facility)?

Supplier Readiness Questionnaire

Classify Risk



Get to "GREEN"

Item	Data Collection & Analysis	Action Plan (if applicable)	Responsibility	Target Date	Status
Staffing					Green
Equipment					Green
Facilities					Green
Quality					Green
Financial					Green
Legal					Green
Environmental					Green
Health & Safety					Green
Information					Green
Other					Green

Evaluate Risk Develop Mitigation Plans

Item	Data Collection & Analysis	Action Plan (if applicable)	Responsibility	Target Date	Status
Staffing					Yellow
Equipment					Yellow
Facilities					Yellow
Quality					Yellow
Financial					Yellow
Legal					Yellow
Environmental					Yellow
Health & Safety					Yellow
Information					Yellow
Other					Yellow

Supplier Data Pack

Monitor, Report & Follow up

Item	Data Collection & Analysis	Action Plan (if applicable)	Responsibility	Target Date	Status
Staffing					Yellow
Equipment					Yellow
Facilities					Yellow
Quality					Yellow
Financial					Yellow
Legal					Yellow
Environmental					Yellow
Health & Safety					Yellow
Information					Yellow
Other					Yellow

Common Process
Common Tool Set
Common Approach
One Voice

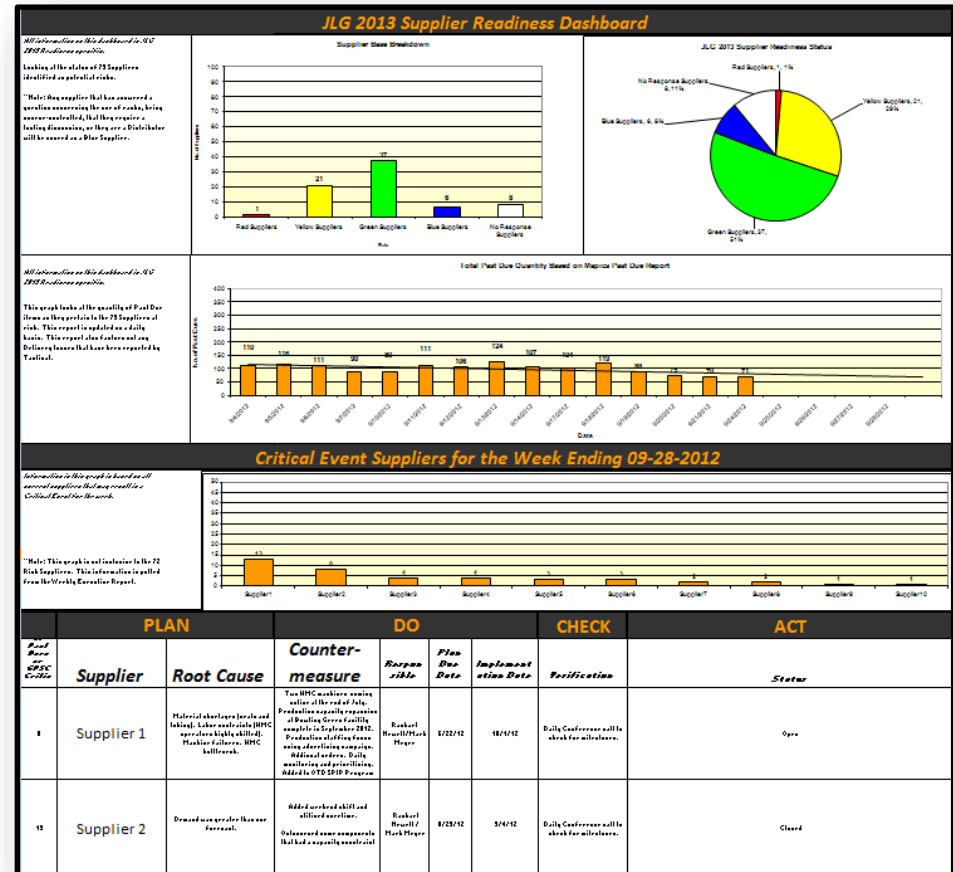


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Launch Readiness

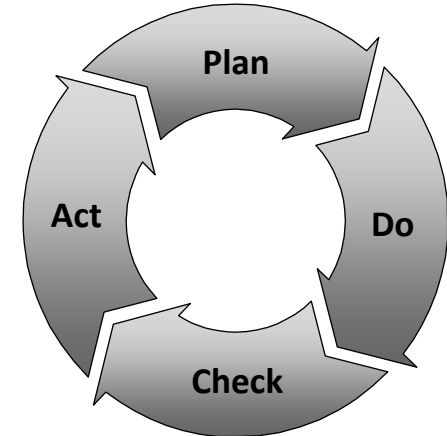
- Targeted 158 suppliers in order to meet year over year increase of 40%
- Initially identified 22 suppliers as having capacity constraints
- Began to use *Plan, Do, Check, Act* (PDCA) format to understand true causes of capacity constraints within high risk suppliers
- Completely mitigated risk in all but 9 suppliers by start of increase






Proactive Take-Away's

1. Used the Supplier Readiness Tool
2. Although the “brute force” method of resourcing suppliers is labor intensive, it was effective in creating capacity quickly
3. Resourcing product during a ramp-up introduces more risk into the supply chain

“Having data on your suppliers capabilities helps you focus on your issues using a rifle approach vs a shotgun”

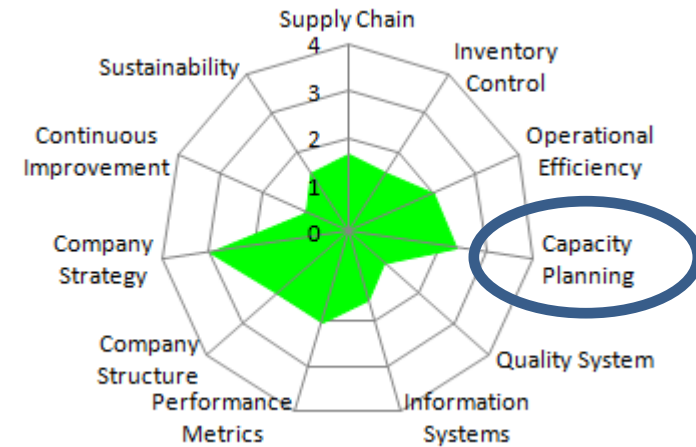


Supplier Capability & Capacity Management Tools

	Static	Dynamic	Stochastic
Platform	Excel 		
Variability	None	Defined	Random
Skill Level	Low	Medium	High
Process	Readiness	Deep Dive	Strategic
Users	Buyer / Suppliers	Oshkosh SDE	Oshkosh SDE
Pros	<ul style="list-style-type: none"> Used to regularly plan capacity 	<ul style="list-style-type: none"> Identifies interaction effects Easy to perform 'what-if' analysis 	<ul style="list-style-type: none"> Closest to modeling the actual environment
Cons	<ul style="list-style-type: none"> Relies on accurate routings and standards in suppliers' ERP 	<ul style="list-style-type: none"> Only shows 'steady-state' capacity 	<ul style="list-style-type: none"> Significant training required

Partner with suppliers who manage their capacity

- Operations Assessment is a standard evaluation process for **new suppliers**
- Rates suppliers' capabilities across 11 Dimensions of effectiveness



WC(4) = World Class

HC(3) = Highly Capable

C(2) = Capable

L(1) = Limited

ND(0) = Not Doing

NA = Not Applicable

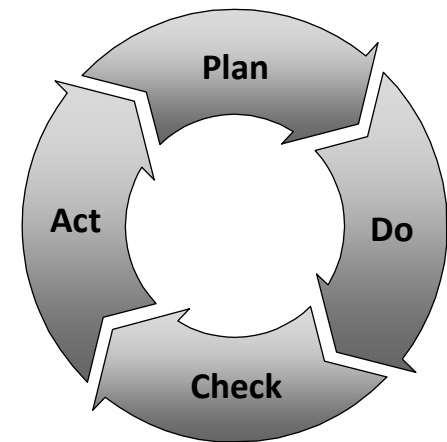
Focus on Information and Decision Making

Capacity Planning	Industry Best Practice	WC	HC	C	L	ND	NA
Monitoring	A defined method for constantly comparing orders to available production capacity to proactively plan production and remove constraints.			x			
Data/Assumptions	Continuously collected and evaluated information on efficiency or productivity to proactively identify and eliminate unexpected process changes.			x			
Contingency Planning	A defined set of countermeasures for what to do when any resource becomes a production bottleneck. (Individual tools, pieces of equipment, entire facilities, personnel, etc.)		x				

Transition from Proactive To Predictive Tools

1. Use Supplier Operations Assessment to identify potential constraints or opportunities
2. Source and partner with suppliers who can effectively manage their own capacity
3. Deploy tools to 'root cause' the constraints and develop countermeasures
4. Validate Countermeasures with tools before we implement changes

“Advance planning and established tools will always bring the best results with the least amount of disruption”

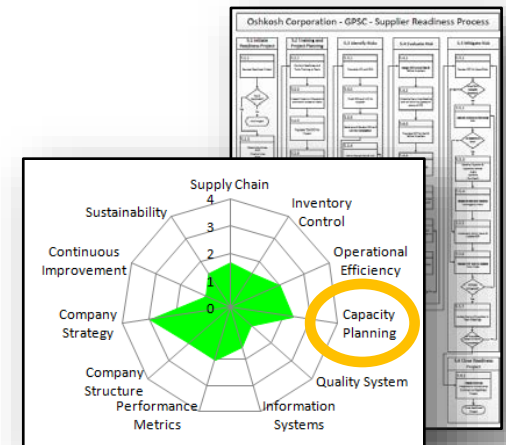
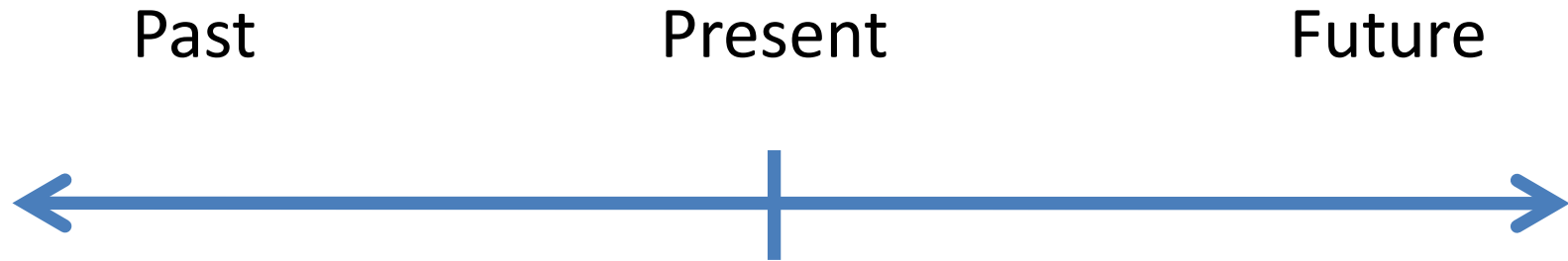


Some Lessons Learned Along The Way...

- Assess your supplier's readiness – don't just hope for the best.
- Deep dive root causes of constraints
- Develop countermeasures that address the constraints
- Validate your countermeasures before implementing major changes
- Source and partner with suppliers who effectively manage their capacity and that of their sub-tiers.
- Resourcing for the sake of capacity is often inefficient and ineffective



Where are you on the spectrum?



Workshop



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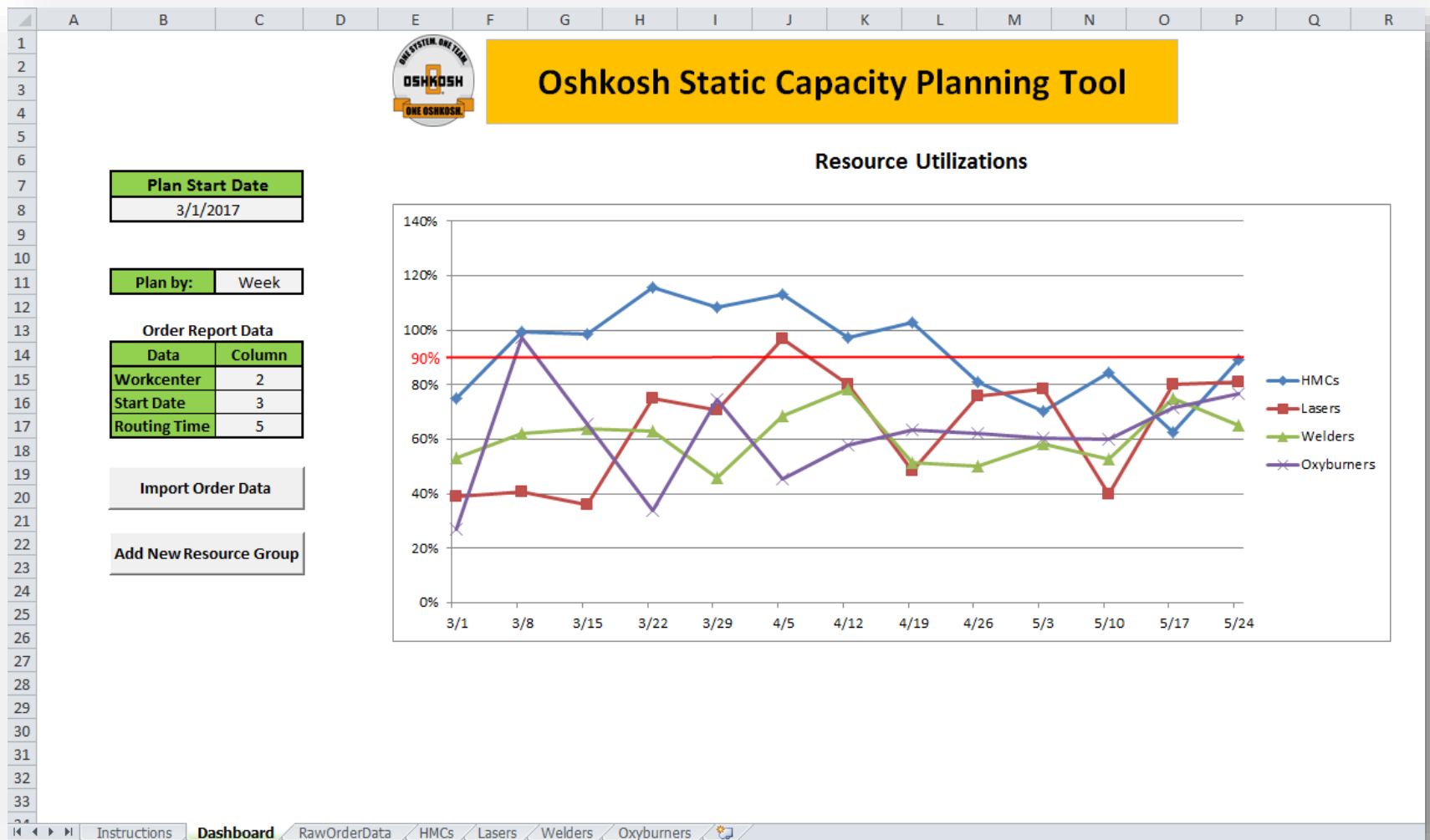


Definitions

- Capacity – _____
- Load – _____
- Available Capacity – _____
- Utilization – _____
- Efficiency – _____



Static Capacity Planning Tool



Capacity Inputs – Equipment List

Workcenter	Shifts Worked	Hours /Shift
HMC1	2	8
HMC2	2	8
HMC3	1	8
HMC4	1	8
HMC5	1	8
LASER1	2	10
LASER2	1	10
MIGWELD1	2	10
MIGWELD2	2	10
MIGWELD3	2	10
MIGWELD4	1	10
MIGWELD5	1	10
OXYBURN1	2	8
OXYBURN2	2	8
OXYBURN3	2	8
PACK	2	10
PLASMA1	1	8
PRESSBRAKE1	2	8
PRESSBRAKE2	1	8
PRESSBRAKE3	1	8
PRESSBRAKE4	1	8
SAW1	2	8
SAW2	2	8
SORT1	1	8
SORT2	1	8
SPOTWELD1	1	10



Load Inputs – Order Data

- What information do we need?

Order Number	Workcenter	Start Date	Customer Number	Total Routing Hours	Ship Date
3116	HMC5	5/22/2017	Customer596	2	6/2/2017
7039	MIGWELD2	5/25/2017	Customer56	1	6/3/2017
3981	PRESSBRAKE4	4/20/2017	Customer729	10.5	4/22/2017
9463	HMC5	4/23/2017	Customer826	10	5/2/2017
4246	SORT2	3/7/2017	Customer883	8	3/13/2017
6562	OXYBURN2	5/11/2017	Customer615	7	5/23/2017
4360	VMC3	4/30/2017	Customer715	2	5/8/2017
5540	HMC2	5/1/2017	Customer633	2.5	5/4/2017
2424	OXYBURN1	4/27/2017	Customer370	12.5	5/6/2017
2391	OXYBURN2	5/28/2017	Customer920	7	6/5/2017
7599	MIGWELD3	4/22/2017	Customer164	8.5	4/29/2017
82	PRESSBRAKE2	5/15/2017	Customer415	15	5/26/2017
6621	PRESSBRAKE1	5/15/2017	Customer921	6	5/25/2017
7041	HMC4	4/14/2017	Customer283	7.5	4/18/2017
5946	PACK	4/6/2017	Customer686	14	4/8/2017



Static Planning Tool – Initial Setup

1 **Plan Start Date**
3/1/2017

2 **Plan by:** Week

3 **Order Report Data**

Data	Column
Workcenter	2
Start Date	3
Routing Time	5

4 **Import Order Data**

5 **Add New Resource Group**

Dashboard Equipme

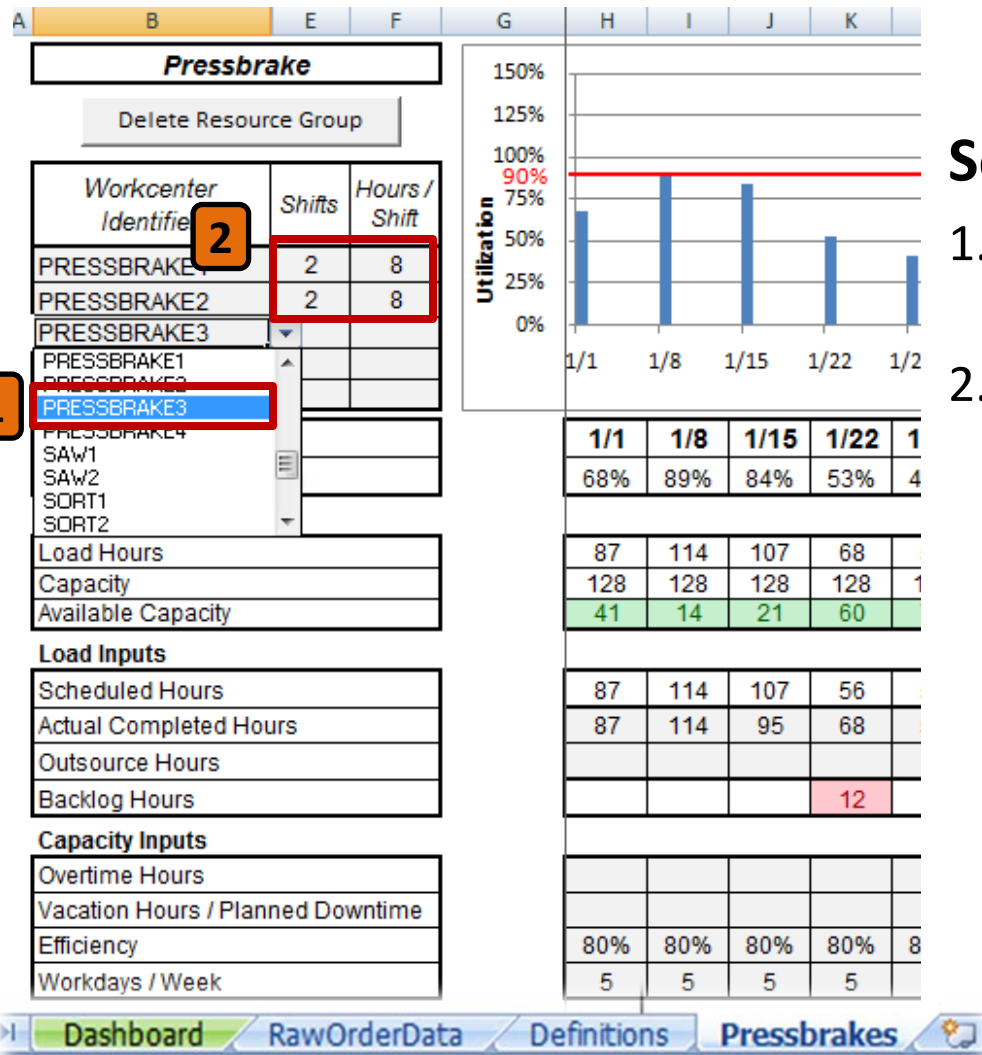
Setup – open order data

1. Enter start date
2. Select to plan by day or week
3. Enter data column numbers from order data report
4. Click 'Import Order Data' and navigate to location

Setup – resource group(s)

5. Click 'Add New Resource Group' to add new resource group worksheet

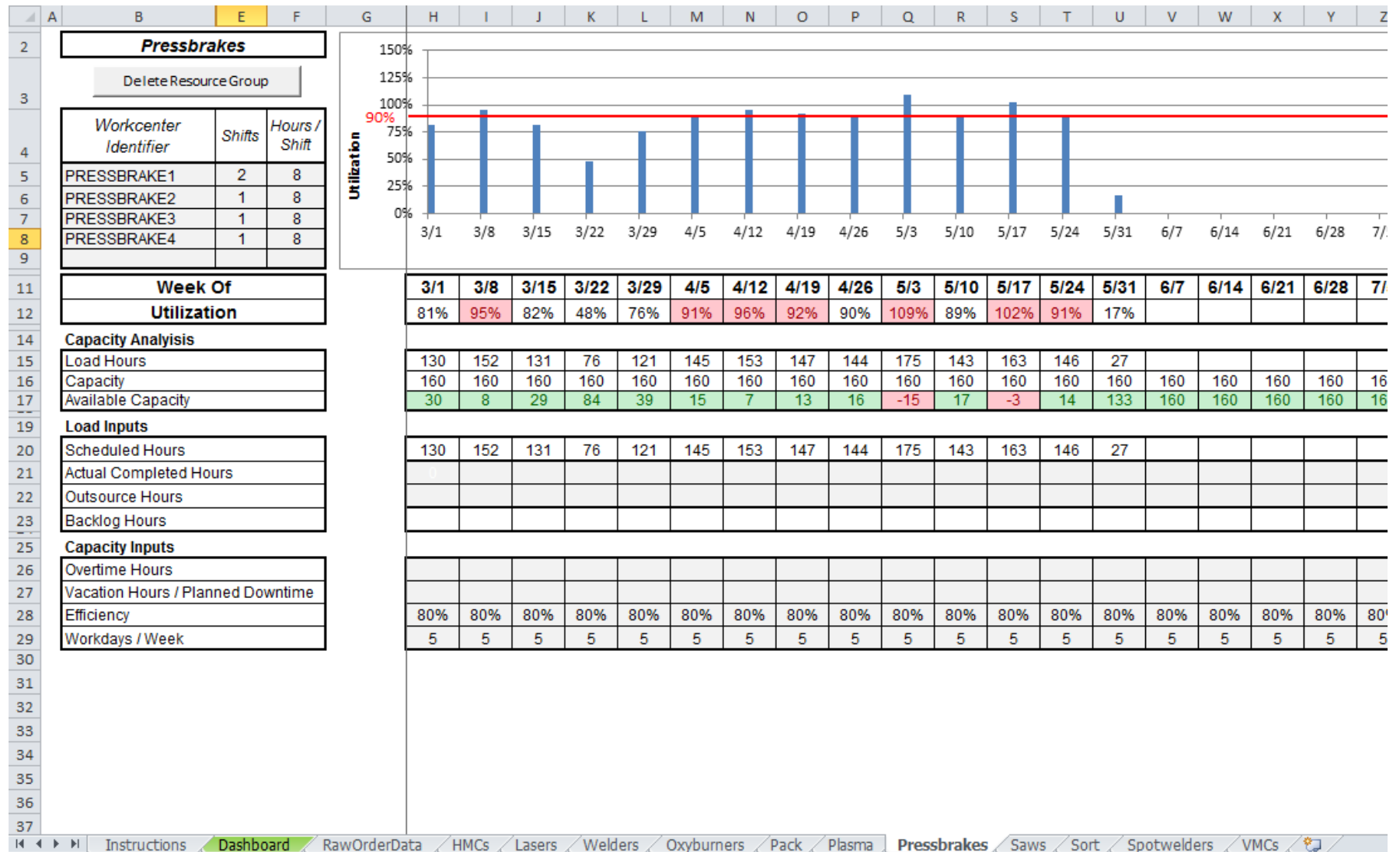
Static Planning Tool – Resource Group Setup



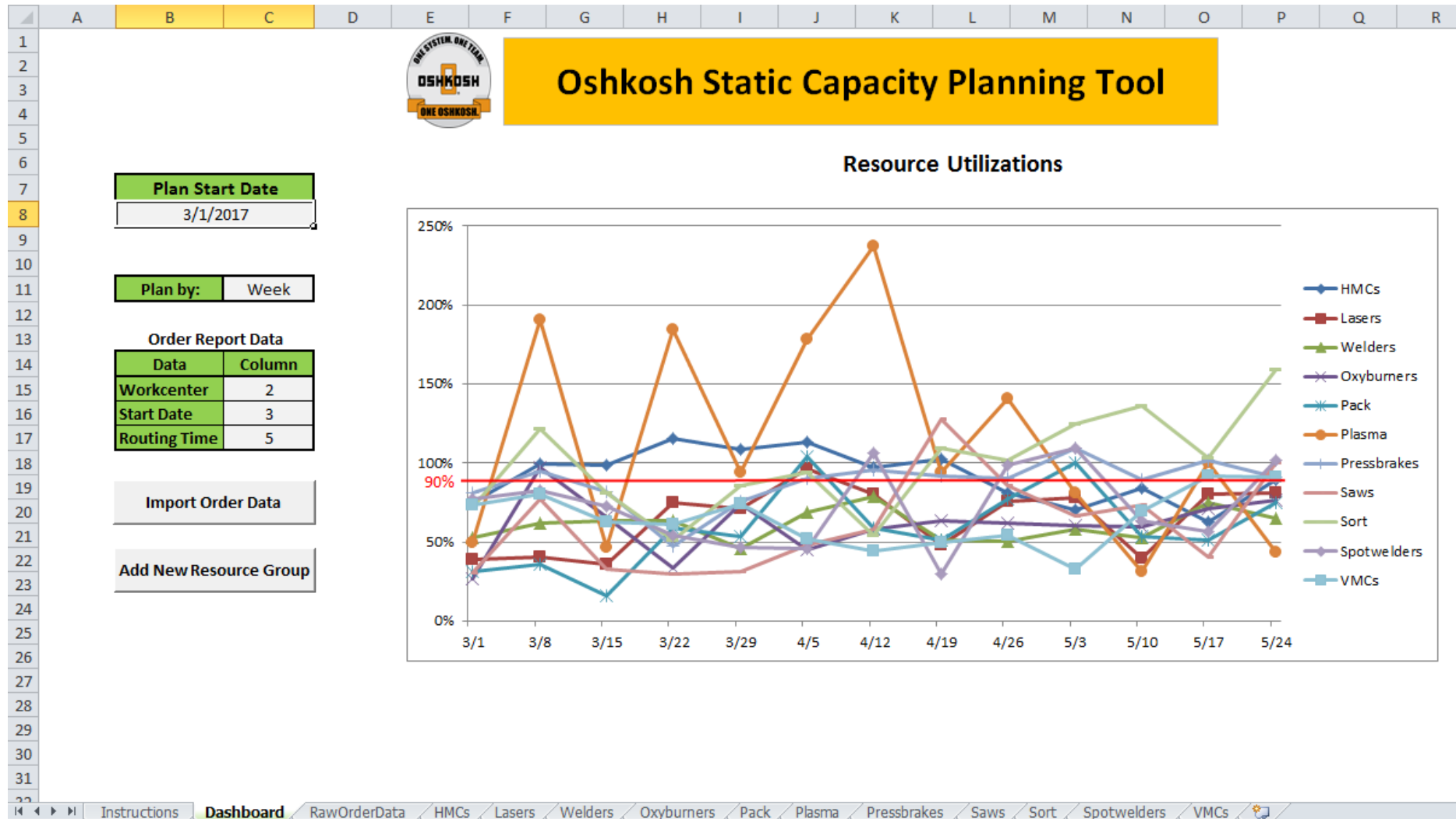
Setup – Resource Group Tab(s)

1. Select work center name(s) from populated drop-down list
2. Enter number of shifts and hours per shift for each

Static Planning Tool – Resource Group

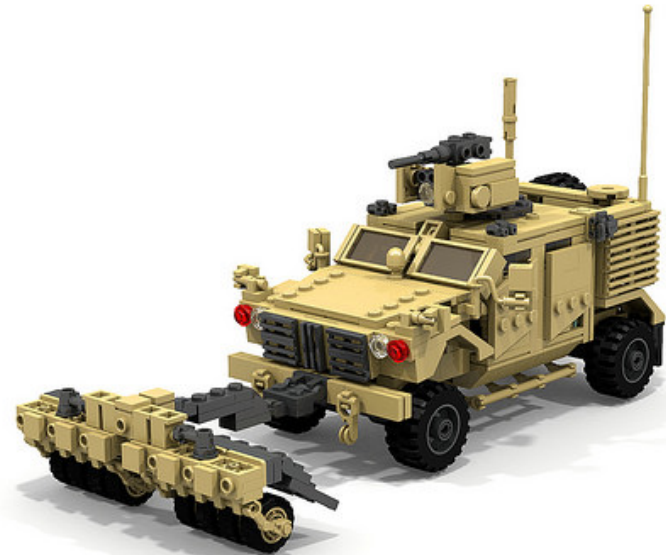


Static Planning Tool - Dashboard



2017 Quad Forecast

- We're launching a new model!
 - Launching MATV – Mar. 1st 2017
 - Phasing out Sport – Sep. 1st 2017



MATV – Coming 2017!!

2017 Build Schedule

Model	1/1/2017	2/1/2017	3/1/2017	4/1/2017	5/1/2017	6/1/2017	7/1/2017	8/1/2017	9/1/2017	10/1/2017	11/1/2017	12/1/2017
Sport	24	24	24	24	24	24	24	24	0	0	0	0
Utility	40	40	40	40	40	40	40	40	40	40	40	40
MATV	0	0	32	32	32	32	32	32	32	32	32	32

Let's analyze our Capacity

- Each work center (Chassis, Body, Trim, Inspection) currently operates 8 hours / day, 5 days / week

Work center Cycle Times by Product (hrs.)

Model	Chassis Assembly	Body Assembly	Trim Assembly	Final Inspection
Sport	1.25	2	1	0.75
Utility	1.25	1	1.75	0.75
MATV	1.75	2.75	2.25	0.5

2017 Build Schedule

Model	1/1/2017	2/1/2017	3/1/2017	4/1/2017	5/1/2017	6/1/2017	7/1/2017	8/1/2017	9/1/2017	10/1/2017	11/1/2017	12/1/2017
Sport	24	24	24	24	24	24	24	24	0	0	0	0
Utility	40	40	40	40	40	40	40	40	40	40	40	40
MATV	0	0	32	32	32	32	32	32	32	32	32	32

Do we have enough capacity?

Break For Exercise

Capacity = Total available working time

- Ex: Monthly capacity = (hours/day) x (days/week) x (weeks/month)

Load = total time required to meet demand

- Ex: Monthly load = product cycle time x monthly demand

$$\text{Utilization} = \frac{\text{Load}}{\text{Capacity}}$$



Review

- What can we do to affect utilization?
- What are the consequences of these changes?

