

Effect of adoption the Visual Production Planning and Control System (VPPCS) in Apparel Manufacturing Companies

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Abstract

The Production Planning and Control System (PPCS) in five export oriented apparel companies was analyzed and evaluated to discover the challenges facing these companies during the application of their conventional planning and control approach. Then, an exploratory case study has been done in other similar successful apparel company to provide the best practice of overcoming those challenges by adopting Information Technology (IT) based Visual Production Planning and Control System (VPPCS). The analysis revealed that the common problems in production planning and control in five companies had included lack of visibility, inability to quickly test out different “what if scenarios” when planning, and poor decisions resulting from inability to consider alternatives. In addition, because of using a huge number of spreadsheets in planning and control, the internal information and communication system inside the companies appears as islands of information. On the contrary, the sixth company, which has IT based VPPCS (FR) with a Visual Planning Board, showed success in overcoming all the previously mentioned problems that have been discovered when using conventional PPCS. This case study would be beneficial to practitioners and academics who are interested in implementing VPPCS system in apparel manufacturing companies. The results of this study are also valuable to decision makers and managers in apparel manufacturing companies to make better decisions in production planning and IT adoption.

Keywords:

planning solutions; Apparel Industry; Information Technology; Production Management.