



## **Solutia White Paper**

### **“Understanding and Managing Product-Line Complexity Through Detailed Production Scheduling”**

Pressure for product proliferation has forced numerous manufacturing companies – like Solutia – to reengineer their production processes to a mass-customization model. Managers have implemented various flexible manufacturing machines and systems to switch production from one product type to another within the same production line. But in many factories, product changeovers still are costly and time-consuming. In addition, increasing product variety compounds the scheduling problem and produces system burdens, such as higher-capacity utilization or more waste. The paper analyzes Solutia’s complexity costs – loosely defined as increased costs from the new variety of products added to the production mix – at the operational and planning levels.