

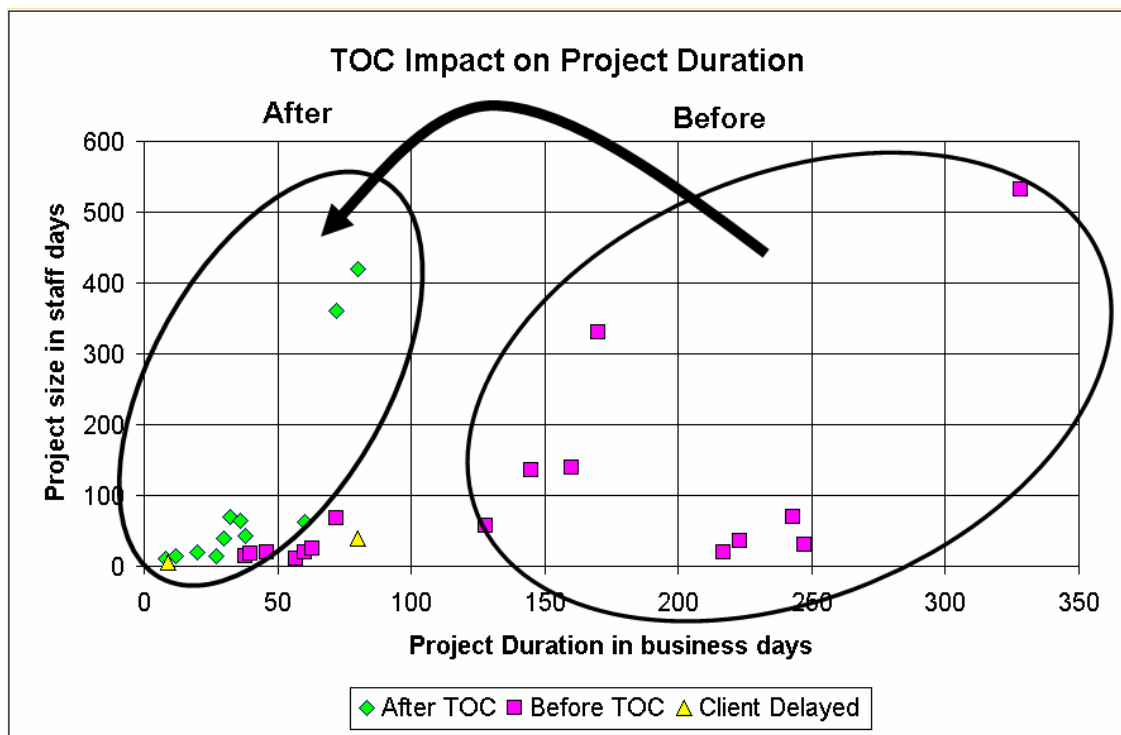
Confluence Theory of Constraints Critical Chain Case Study:

Confluence, which provides software solutions for the financial services industry, consists of approximately 50 highly innovative people led by young visionaries.

Confluence undertook a TOC Multi-Project Management implementation in the spring of 2001.

The facts:

See the picture below. The vertical axis denotes project size, in units of actual staff-days spent on the projects. Data points at the same vertical position denote projects of equal size. The horizontal axis denotes project duration, in business days. Weekends and holidays are excluded from the data.



The Results:

Confluence maintains a **95% on-time performance record with its TOC projects**. Many of its projects are completed well **ahead of schedule**. Further, Confluence now is using statistical process control (SPC) to monitor the progress of its projects. Yes, you've read correctly. Despite the fact that the software industry is notorious for late projects and rework, Confluence is using SPC, and not only to monitor its software development projects but also to keep its customers informed of that progress. Confluence is even managing its customers more effectively, when those customers are involved in the company's development projects.

Case Study Source: <http://www.sixsigmathis.com/>