

'LEAN SOUTH AFRICA 2015'

SOUTH AFRICA 2015 LEAN TRAINING PROGRAMME

- advanced executive education -

**Revolutionary in
South Africa**

Dr. Carlo Scodanibbio

presents:

"a suite of training events on lean management principles addressed to face effectively the crucial times ahead - for organisations within Central and Southern Africa and neighbouring countries"

Event 02:

"THE LEAN ENTERPRISE" (OPERATIONAL LEAN MANAGEMENT)

For High/Middle-Level Managers from all sectors within Private and Public Organisations

14-15-16 April 2015 – Cape Town – South Africa

the evolution and implementation of lean concepts across business processes and industries: practical principles for all private and public Organisations

**THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)
A 3-Day Training Event Developed And Presented By:**

Dr. Carlo Scodanibbio
email: carlo@scodanibbio.com

www.scodanibbio.com/leansouthafrica/

THE LEAN ENTERPRISE Foreword .

"The need for adopting and implementing Lean practices as the only means to face the tremendous, forthcoming challenges is greater than ever"

FROM THE DESKTOP OF DR. CARLO SCODANIBBIO

Dear Delegate(s),

Lean Thinking is changing the way organisations operate. No longer stuck in the paradigm of "mass" thinking many enterprises, including service and project-driven companies as well as governmental bodies/institutions, have tried to adopt some portions of the Toyota Production System, the Lean philosophy. Many have failed. Many have rushed off, taken a course and pronounced themselves LEAN. Yet very few have tested the depths of overall performance enhancement and added competitiveness possible with a complete change of paradigms in the "lean" direction.

Research by Gallup has uncovered that less than 30% of employees are truly engaged in their jobs. Lean Thinkers have long shown that an additional 25-40% of the work done by most organisations is waste or non-value added. This means that nearly 40% of every payroll dollar is lost. With the advent of true global competition, can you afford to lose 40% of your time as a company?

Waste in "traditional" organisations may reach very high levels. Besides a remarkable amount of wasted manpower at all levels, "traditional" organisations feature many and more complex aspects of waste: waste in resources (all), waste in technology, waste in unexploited personnel talents and abilities, waste in lost opportunities – and, most tragic, waste in management strategies and practices, waste in supervision and control, waste in bureaucracy. It is their "first-industrial-revolution" DNA that causes – unknowingly - waste. Moreover, any internal waste always reflects onto the client. There is always a sure and verifiable correlation between internal Organisation's waste and poor output to customers (in terms of lack of service, defective products, poor customer care, delays, etc.). This is chronic and repeatedly showing from decades, without major significant improvements – in spite of all sorts of efforts: from ISO certification to continuous improvement programs – from "restructuring" to "reengineering". Obviously the core problem is much below the surface and remains untouched.

This programme of Events (being organised through 2015) arises from a strong necessity I have detected in industry, through over 20 years of training and consulting in lean practices: lean methods are mostly adopted in "some" area of an organisation (for instance in the operational area of a manufacturing enterprise), driven by middle-level managers. However, the overall structure of the organisation remains "traditional": the "upper floors" of the organisation practically get untouched by lean practices - with obvious lack of overall organisation's performance and even with drawbacks and structural clashes reflected onto the "ground" floor by malpractices and dis-functions at upper level.

The net conclusion is that organisations, even the best in the class-room, may remain stuck in "traditional" paradigms: numbers and figures may still look good, but the overall performance of the organisation is not really improving nor getting ready for the tough challenges ahead. This is a very serious and dangerous situation.

This training course, addressed to High/Mid-Level Managers, is the logical follow-up of the Launching Event dedicated to your Top Management. The way it is presented will be a shocking experience for many of you. Because it demystifies all traditional principles of the first industrial revolution on which the majority of organisations, still today, are built or around which they operate. By presenting in rather great detail the philosophy of the second industrial revolution and the main tools and disciplines readily available to all enterprises to perform in an "excellent" status, this course is a door-opener to lean practices for whoever is: 1) ready to listen to the message – 2) prepared to abandon obsolete principles, formulas and approaches – 3) willing to get to "lean" status. Pointless to say, the need of adopting lean practices is nowadays greater than ever!

This training will prove that, today, competitiveness or survival can no longer be achieved by merely cutting costs or revamping technology: because cutting costs has a floor, while performance improvement through maximisation of value-added and waste elimination has no ceiling –and because technology alone does not generate the levels of output value enterprises and organisations need to tackle the challenges of the new millennium.

This training shows that Lean principles can and should be adopted not only in Operational Manufacturing processes of any nature, but also in all other processes (commercial, administrative, logistics-related, etc.) and also in the operational processes of non-manufacturing organisations, such as service and commercial/trading establishments, project-driven companies and any other type of private business – as well as in the public sector. This training course wants also to enable the creation of a modern, Lean Industrial Culture throughout an Organisation, paving the way to effective, lean synergies amongst its entire management structure.

By showing that "thinking" is what must change at all levels of an organisation, this event will prove that higher levels of performance can be achieved if you create the right conditions.

I GUARANTEE that you will leave this training course with the knowledge and tools to improve the value proposition of your organisation!

Dr. Carlo Scodanibbio

Lean isn't an option any more - it's a necessity!!!

Course Trainer:
Dr. Carlo Scodanibbio - Independent Consultant

Training Dates:
14 - 15 - 16 April 2015

Training Venue:
TBA: 4/5* Hotel, Cape Town



THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)

Training Course Outline .

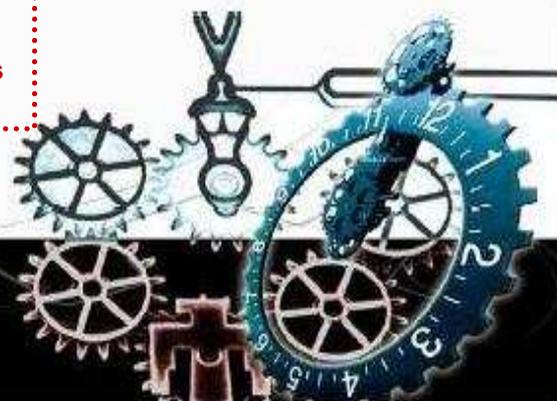
This 3-day training, dedicated to High- and Mid-level Operational Managers, is the logical follow-up of Event01 (Lean Management Principles for Top Management); so that global, Lean synergies may be created throughout an Organisation.

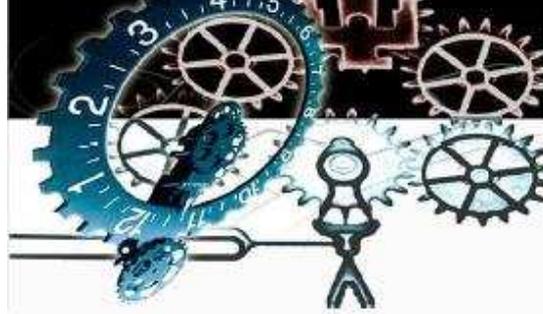
- **Industrial Performance:** definition and measuring methods - self-assessment methods. Approaches to *Performance Improvement*. The *World-Class Performance* concept.
- The key to *World-Class Performance*: **Lean Thinking**. What does *Lean Thinking* mean.
- The scenario: the world has changed - the environmental change must be understood and managed effectively.
- The pre-requisites for *World-Class Performance*: a) be prepared to abandon the "formula" – b) have a clear "direction" and ensure effective communication: "let people know where you are going to..." c) get there: by deploying "lean" tools.
- The 4 **Organisational Models** in industrial history: to which Model does your enterprise respond? Is the Model suited for high, lean performance? **Workshop:** Scanning an *Organisational Structure* and defining the most appropriate strategy for "lean" performance.
- Why many private enterprises and public/semi-public organisations don't "perform": the root causes of poor performance date back to over 2 centuries ago. We have gone into the 21st century, with enterprises designed in the 18th and 19th centuries to perform well in the 20th.... Is our Industrial DNA still polluted by those obsolete principles that gave birth to the first Industrial Revolution? **Case studies.**
- The origins of *Lean Thinking* - 1. **Remember!** No matter what your business is – *you must generate value for your customers!*
- The origins of *Lean Thinking* - 2. **Remember!** Everyone that works in your organization is doing one of three things: **a)** They are generating value for your customers – or, **b)** They are creating or reshuffling waste – or, **c)** They are doing absolutely nothing. *The market leaders will always have the majority of their people dedicated to the first of these.*
- **Value Adding Management** in Industry: the pilot light and driving philosophy for the new millennium. Focusing on processes to maximise *value* and eliminate *waste*. Today's relationship between *value*, *productivity*, and *quality*. How to "re-engineer" an enterprise for generating high levels of output *value*.
- Productive Process **Time and Cost Analysis** : identifying *value-adding* and *non-value-adding* activities - **Case studies:** "spot the waste!" **Systematic Elimination of Waste** in industry. What is *waste* : classification of *waste*. Halting *waste* proliferation - Reducing *waste* - Eliminating *waste*. **Case studies.** The target: **Flow Process**, or processing with no *waste*.
- The role of "Lean" disciplines in obtaining higher levels of performance.
- The SOCO (5S) approach as a starting point - Halting *waste* proliferation - Reducing *waste* - Eliminating *waste*. **Case studies.**
- Overview of **Lean Manufacturing** disciplines for the Manufacturing Industry.
- The "lot" issue in *Lean Manufacturing*. The **small-lot** production systems: the smaller the lot, the less the waste! – **Interactive workshop:** *One-Piece Flow vs. Batch Production*
- The conversion of *Lean Manufacturing* principles for deployment in other Industries. The implementation of the *one-piece-flow* principles in the Service and Project Industry. The result: **Flow Processing** for the Service Industry and **Lean Project Management** for the Project/Construction Industry
- The 5 Core Concepts of *Lean Thinking*: 1) **Value** (as defined/perceivable by the customer) 2) **Value Stream** (the way Value is produced and delivered) 3) **Flow** (internal: Organisation-side, and external: Customer-side) 4) **Pull** (the *Value Stream* must flow pulled by the Market) 5) **Excellence** (the continuous improvement of a *Lean Organisation*)
- *Lean Thinking* preliminary targets: reduce the steps by half - reduce the time by half - reduce the errors by half. *Lean Thinking* subsequent targets: cut the steps to *Value-Adding* only - cut the time to *Value-Adding-time* only – **zero defects.**
- The resistance and opposition thinking to the *Lean* transition: the table of excuses – the "batch" mentality – the "push" mindset – the "conveyor" mentality. How to overcome resistance and reluctance. **Case studies.**
- *Lean Thinking* - the old and new **tools** for seeing and eliminating waste: Time Observation – loading Bar Charts - the 5W2H approach – the 5Why method – the TAKT-time principle – Communication Circles – Process and value Stream Mapping – Spaghetti Diagram – Flow Charting. **Practical exercising and case studies.** The core tool: Creative Thinking.
- Are *Lean Thinking* and *Flow Process* principles and techniques suited to all industries? The answer is definitely YES!
- **Lean Thinking** and **Flow Processing** in the Service Industry. **Workshop** and **case studies.** Poka-Yoke (mistake-proof) *Flow Processing*: how to eliminate errors and poor performance in every *service* process. The concept of **Service Recovery Process**.
- *Lean Thinking* in Administration and Office work. **Practical exercising.**
- Today's *Project Management* is **Lean Project Management**, the target for the Project, Contract and Construction Industry. The secret: **Lean Planning** - **workshop and case studies.** The concept of the *Last Planner*: how to eliminate waste in *Project/Contract* works.
- **Lean Planning** principles for all industries: overview and summary.
- **Lean Thinking** and **Quality**: ...eventually, the dust settled. What is **TQM** today, what is different from 10 and 15 years ago. Today's core principles of **Total Quality Management** in a *Lean* environment. The relationship between **Quality Assurance** and **Total Quality Management**. Is the *ISO Quality Assurance* system really beneficial? When should an enterprise go "top-down" *ISO* style, and when should it go "bottom-up", **kaizen** style? Can the 2 approaches be combined? How to harmonise a *Quality Assurance System* to *ISO* standards with a *TQM System* targeting at eliminating all defects and opening the door to lean processes.

This highly interactive training is designed to provide participants with practical and 'hands-on' insights on Lean Thinking and Lean Management practices, along with effective tools & techniques to achieve desired outcomes through practical case studies and live simulations. Derived from Dr. Carlo's extensive experience on Lean processes, this training event will be conducted with a highly engaging and result-oriented approach that gives you immediate and substantial practical know-how.

Training Dates:
14 – 15 – 16 April 2015

Training Venue:
TBA: 4/5* Hotel, Cape Town





THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)

Training Course Outline .

An excellent workshop, I really have learnt a lot. I think this message should be preached all over the world!
[E. S. - Quantity Surveyor - Global Construction - Namibia]

- The main differences between the **6-Sigma Methodology** and **Lean Thinking**. Can the "Lean" and the 6-Sigma approaches be beneficially combined?
- **Lean Thinking, Plant and Equipment**. Industrial competitiveness today is based on the motto: "People: first – Methods: second - third, and only third: Technology". What are the modern principles of Plant, Equipment, Machinery and Technology Management under the *Lean* angle of view. How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac....). What machines/technology/IT are really suited for "lean" and what are not. How to harmonise People and Machines in a productive system geared to produce high levels of *added-value*. Case studies.
- *Lean Thinking* principles in **Customer Relationship - Lean Thinking** and the **Value-Chain – the Lean Supply Chain - Lean Thinking** and the **Learning Organisation. Lean Thinking and Opportunities Generation**. Practical exercising and case studies.
- *Lean Thinking* and the **Marketing/Sales** process. The motto: "think like a customer"!
- **Lean Marketing and Lean Promotion: one-piece-flow** in Marketing - from mass/batch advertising to **Lean Marketing – the "idea-virus"** and "powerful-sneezers" concepts.
- *Lean Thinking* principles in the **Public Sector** – open debate.
- *Lean Thinking* and Software Development. *Lean Thinking* and the IT world. What has gone wrong in the IT sector and how it should be reviewed to cater for *Lean*.

- **Lean Thinking and Excellence**. The approach to continuous performance improvement *Lean*-style: **Lean Kaizen**. Pre-requisites, limitations, constraints. Why it may fail. How to make it successful. Modern continuous improvement strategies under the *Lean Thinking* umbrella: direction, strategy, brain-power, poor-man approach, tools, techniques, team-work.
- **Lean Thinking and People**. How to insert people in value-generating processes. Making people understand the difference between single-skill/single-function activities (tasks) and **multi-skill/multi-function** process management. How to switch over from simple tasks to simple processes. Case study. How to evolve from "job description" to "**process description**".
- **Thinking**. The ultimate resource. The main differences between old-world traditional, automated thinking and new-world proactive and creative thinking. The **Second Industrial Revolution**.
- **Lean Enterprise Management**. The mottos: "...lean is beautiful..." – "...small is beautiful..." – "...simple is beautiful...". The extrapolation of the Italian Model and the deployment of its practical and beneficial features in all Industries. Case studies: *intra-preneuring* – decentralisation – the "**replica**" concept.
- The future scenario. How will *world-class enterprises* be in 10 years' time? Will our present and "comfortable" model change drastically into new, leaner models? Will the pyramid flatten to minimal levels? Will Employment as we know it today gradually disappear? Understanding the trend and getting ready for the future challenges.

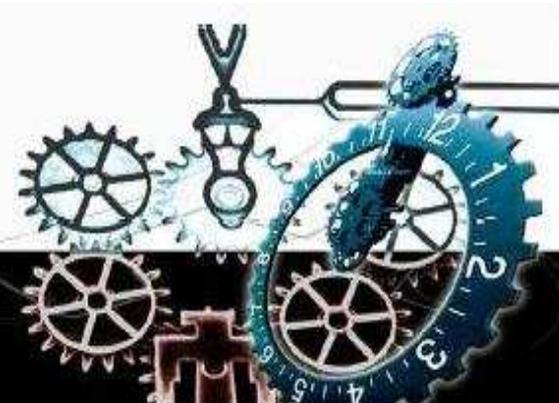


An excellent course. Overall it was an injection to improve and to try go lean. You have managed to convince me that lean is the only way.
[M. G. - Factory Manager - Foster Clark's - Malta]

WALK AWAY HAVING A POWERFUL GRASP OF WORKING SKILLS TO:

- **Understand** how Lean Thinking has evolved since its inception, and how it applies to different sectors, operations and business processes
- **Understand** in depth its philosophy, performance goals and critical success factors
- **Discover** which organisational structures support Lean and open the door to high-level Performance improvement
- **Know** how to support effectively your Top Management in developing, perfecting and diffusing a *Lean Culture* within your Organisation
- **Learn** in detail Lean disciplines, techniques and tools for immediate practical deployment and transmission to subordinates
- **Develop** Lean ideas to think about process improvement in your organisation and its entire value-chain
- **Develop** a strategy and a medium-term implementation plan to incorporate Lean principles into your core and support processes
- **Avoid** the common pitfalls normally encountered during Lean implementation
- **Explore** the key requirements for successful employee involvement in Lean practices
- **Implement** strategies to increase Performance through Lean-Thinking people while assuring their job satisfaction
- **Gain** an in-depth insight into how Lean ideas have evolved and are continuing to evolve into a fascinating future scenario

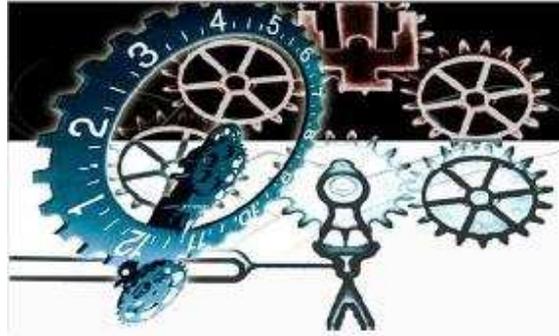
An excellent course. I was extremely impressed with Mr Carlo's ability to not only train but entertain the audience – marvellous efforts – well done!
[M. A. – Deputy General Manager – Nesma Trading – Al Khobar – Saudi Arabia]



" if it doesn't add value, it is waste"

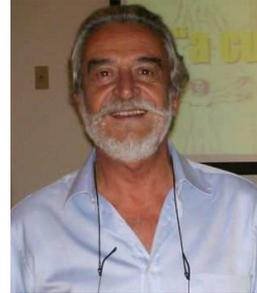
THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)

About your Facilitator .



Dr Carlo Scodanibbio is an internationally renowned Trainer, Speaker and Industrial Consultant with over 44 years of experience in Plant Engineering, Project Engineering, Project Management, Industrial Engineering and Operations Management. A free-lance Consultant since 1979, he has worked in a wide spectrum of companies and industries in many Countries including Cyprus, Italy, India, Saudi Arabia, Malta, Namibia, Kenya, Botswana, Malaysia, Mauritius, Romania, Turkey, Lebanon, Seychelles and South Africa.

Carlo has co-operated, inter-alia, with several organisations such as Italian Chambers of Commerce and Industry, Cyprus Chamber of Commerce and Industry, Cyprus Productivity Centre, Malta Federation of Industry, Malta Chamber of Commerce and Industry, Mauritius Employers' Federation, Romanian Paper Industry Association, United Nations Industrial Development Organisation, Federation of Kenya Employers, Seychelles Chamber of Commerce and Industry and University of Cape Town.



An excellent course. I believe that any seminar whichever must be conducted by someone who is capable, has true art of teaching, brilliant, ready to help, smart to the point, assuring, good observer, and with comprehensive knowledge, as Dr. Carlo Scodanibbio. I have enjoyed the course and learnt to my entire satisfaction. [S Eraddun, Desbro Int., Mauritius]

Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by well over 18,000 participants. Carlo, holds a doctor degree in Electrical Engineering from Politecnico di Milano, and has written numerous articles and research papers which have been actively published in many manufacturing newsletters, bulletins and international magazines.

Who Should Attend This Prestigious Training Event:

High-and Mid-Level Operational Managers (Operations, Production, Quality, R&D, Engineering, Maintenance, HR, Administration, Financial, Commercial, Service, Procurement,) from all-sector private Businesses and Organisations (manufacturing – continuous process - commercial & trading - service establishments - project/contract-driven – professional service providers – education establishments - etc.) of all sizes and from public/government bodies - from **South Africa & neighbouring Countries**.

The very small enterprise (up to 25 employees) will particularly benefit from participating in this course.

A 3-day Training Event dedicated to all types and sizes of private and public Organisations

THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)
Cape Town, 14 – 15 – 16 April 2015

Timings:

Registration will be at 08:00 on each day with training beginning at 08:30. There will be a 15min break for refreshments in the morning and the afternoon (at approx. 10:15 and 15:15 respectively) and lunch will be served at 12:30. Each training session will conclude at 17:00. All timings are approximate due to the interactive and intensive nature of the course.

An excellent course. It has been able to:

- Reveal the truth about any traditional manufacturing environment's weakness
 - Demonstrate how simplicity and creativity can help us work more effectively first and more efficiently second....
- [Z D - Business Development Manager - Debbas Holding Sal - Beirut - Lebanon]

An excellent course, quite brain spinning, and has given new dimensions to think and improve

[B. N. R. - Senior General Manager - United Spirits Ltd. - Hyderabad - India]

An excellent course, it was an eye opener

[E. M. - Manager, Projects - National Housing Enterprise - Windhoek – Namibia]

" if it doesn't add value, it is waste "



THE LEAN ENTERPRISE

Cape Town – South Africa – 14 – 15 – 16 April 2015

Registration .

(Online Registration: <http://www.scodanibbio.com/leansouthafrica/onlinereg/02.html>)

Event Fees, Discounts, Terms and Conditions

Fees Structure (prices are per Delegate)

- | | |
|--|----------|
| <input type="checkbox"/> Price per Delegate | R8950-00 |
| <input type="checkbox"/> 2 Delegates: less 5% | R8500-00 |
| <input type="checkbox"/> 3-5 Delegates: less 10% | R8050-00 |
| <input type="checkbox"/> 6-9 Delegates: less 15% | R7600-00 |
| <input type="checkbox"/> 10+ Delegates: less 20% | R7150-00 |

Deadline for Registration and Payment:

01 April 2015

Early Bird Registration

Register and settle Course Fees by 18 March, 2015 and get **an additional 10% discount** on the applicable price (as per Fees Structure).

Please complete and sign this Form, scan it and email it to carlo@scodanibbio.com
Or Register Online: www.scodanibbio.com/leansouthafrica/onlinereg/02.html

DELEGATE/S DETAILS (in BLOCK CAPITALS) (more than 5 Delegates: please add separate schedule)

- 1 Delegate Name _____
Position _____
Email _____
- 2 Delegate Name _____
Position _____
Email _____
- 3 Delegate Name _____
Position _____
Email _____
- 4 Delegate Name _____
Position _____
Email _____
- 5 Delegate Name _____
Position _____
Email _____
- 6 Delegate Name _____
Position _____
Email _____

More than 6 Delegates: please add separate schedule

ORGANISATION DETAILS (BLOCK CAPITALS please)

Organisation _____
Nature of Business _____
Address _____
City _____ P/Code _____
Country _____
Phone _____ Fax _____

We are registering ___ Delegates @ R _____/each

Total amount R _____
Less 10% Early Bird Discount R _____
(NB: fees to be settled by 18/03/2015)
Net amount to be invoiced R _____
=====

Authorising Manager

Name _____ Position _____
Date _____ Signature _____
(This Registration is invalid without a signature)

TERMS OF PAYMENT

Fees include: participation in the 3-day Event "The Lean Enterprise" to be held in Cape Town, South Africa on 14-15-16 April 2015 – Refreshments, Lunches, Event Notes and Documentation – **Certificate of Attendance**. Upon receipt of a duly completed and signed Registration Form, a **Confirmation Letter** and **Invoice** will be sent to you.

Payment of Event Fees is strictly **as per terms above** and is required according to the **payment option chosen**.

METHOD OF PAYMENT

Please indicate your preferred Payment method:

- Cheque**. Made payable to Dr. Carlo Scodanibbio. Please post to P.O. Box 1018 Sea Point 8060 Rep. of South Africa
- Bank Transfer** (EFT - preferred) In favour of **Dr. Carlo Scodanibbio Nedbank** - Branch: 85 St. George's Mall, Cape Town - Branch Code: 123209 - Account Number: **1232 055239** - Swift Code: **NEDSZAJJ**
Please quote "**Registration – The Lean Enterprise Course**" as reason for payment.

CANCELLATION POLICY

All Cancellations of Registrations must be made in writing. Due to contractual obligations, the following cancellation charges apply: 20 to 10 working days notice : 50% of the course fee
9 to 3 working days notice : 70% of the course fee 2 working days or less notice : 100% of the course fee.
However, a complete set of documentation will be sent to you. Substitutions are welcome at any time.
Should the workshop be cancelled by force-majeure or for any other reason, you will receive a full refund of the paid Course Fees.

www.scodanibbio.com/leansouthafrica/

FURTHER EVENT INFORMATION: Dr. Carlo Scodanibbio – Email: carlo@scodanibbio.com
Tel: +27 – 21 – 424 9556 Mobile: +27 – 83 – 258 7128