

LEAN MANAGEMENT

Operational Principles for the Service/Hospitality Industry

5-7 September 2011 – Malta Enterprise - Malta

COURSE TIMETABLE

DAY 1

- 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 Processing, or processing with no waste.
- The role of "Lean" disciplines in obtaining higher levels of performance.
- 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 Industry. The result: Waste-less, Flow Processing.
- 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.

DAY 2

- 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.
- 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.
- The main differences between the 6-Sigma Methodology and Lean Thinking. Can the "Lean" and the 6-Sigma approaches be beneficially combined?
- Lean Thinking, and Technology. Industrial competitiveness today is based on the motto: "People: first – Methods: second - third, and only third: Technology". What are the modern principles of Technology Management under the Lean angle of view. How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac...). What technology/IT are really suited for "lean" and what are not. How to harmonise People and Technology in a productive system geared to produce high levels of added-value. Case studies.
- Lean Thinking principles in developing new Services – Lean Thinking 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.
- Case Studies from the Service and Hospitality Sector: "Uncover the beautiful furniture" (Public Tourism Sector) – "Figaro in Action" (Hospitality Sector) – "Idea-Virus" (Hospitality Sector) – "Instantaneous Flow Processing" (Service Sector) – "Impress your Customers!" (Commercial Sector) – "Guinness Opportunity" (Commercial Sector)
- Lean Thinking and Excellence. The approach to continuous performance improvement Lean-style: Lean Kaizen. Prerequisites, 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.

For further, comprehensive details, please visit
<http://www.scodanibbio.com/malta2011/>