

Proudly presents



An interactive and intensive two day workshop on how to best intergrate your production plan for needed flexibility and appropriate capacity with a style suited to the turbulent and volatile times ahead.

Who Should Attend?

- . Plant/Factory Mananagers
- . Operations Directors/Managers
- . Manufacturing Directors/Managers
- . Production Directors/Managers
- . Production Planners/Supervisors
- . Procurememnt Managers/Directors
- . Marketing and commercial Managers
- . Logistics Managers and Supervisors
- . Product Development
- . R&D and Process Engineering Managers



Benefits of Attending

- Learn how to get the input to the plan to reach forecast accuracy
- Respond to the market volatility with short lead time to win over the market share faster than competition
- Ensure reduction of circulating assets, (stock & process materials): reduction of capital used to improve return on investment
- Evaluate different sources of data acquisition and ways of managing it
- Maintain and improve on quality at low cost
- Learn of the core principles of the lean philosophy and its repercussionson the way manufacturers plan and operate
- How to produce in phase with customer demand, reduction of delivery times with greater customer satisfaction
- To highlight the vital importance of a global attention to "value" in the manufacturing industry and the importance of drastically reducing any form of waste to improve the bottom line

Hear what your peers had to say about the past events

Course content of very high value
Can see my way forward with this "lean" concept. Presentation conducted very professionally. Excellent course, enjoyed it immensely.
Deon Fourie – Production Manager
Plaaskem - Boksburg ,South Africa

An excellent course. It's a cultural change that will have to take place.
Wessel Oosthuizen – Factory Manager
Ceres Fruit Juices – Ceres – South Africa

An excellent, practical course with visual video proofs that the Lean Manufacturing technique works. This course teaches one to look differently at own work environment.
Herman Palm – Assembly Manager –
Cobra Watertech ,Krugersdorp - South Africa

A fantastic launch pad for lean. Participants leave feeling energetic and enthusiastic. Some means should be investigated as to how to keep the momentum going.
Lance Cullinan – Manufacturing Manager
Sasol Dyno Nobel – Pretoria

Benefits of attending world-class manufacturing practise workshop are enormous. I will encourage operational practitioners to attend.
Henry Sanbane, Production Director
Crabtree - Wadeville South Africa

About your Facilitator

Dr Carlo Scodanibbio, born in Macerata, Italy in 1944, holds a doctor degree in Electrical Engineering from Politecnico di Milano in 1970. He has over 40 years of experience in Plant Engineering, Project Engineering and Project Management, as well as Industrial Engineering and Operations Management.

He has been an Independent Industrial Consultant and Human Resources Trainer since 1979 and has worked in a wide spectrum of companies and industries in many countries including South Africa, Italy, Cape Verde, Romania, Malta, Cyprus, Lebanon, Mauritius, Kenya, Saudi Arabia, Malaysia and India. His area of expertise lies in World-Class, Lean Performance for Small and Medium Enterprises in the Project, Manufacturing, and Services sectors.

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

His courses and seminars, conducted in English, Italian and French, have been attended by over 14.000 Entrepreneurs, Managers, Supervisors and Employees. They feature a very high level of interaction, and are rich in simulations, exercising and real case studies. The approach is invariably "hands-on" and addressed for immediate, practical application.

Dear Delegate

The Lean Philosophy is changing the way organisations operate. No longer stuck in the paradigm of "mass" thinking, many manufacturing enterprises have tried to adopt some portions of the Toyota Production System, the Lean road. 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.

Production Planning is a delicate issue: researches and case studies have shown that, in "traditional" enterprises, "traditional" production planning methods and software may contribute substantially to perpetuate an inadequate situation and, most important, waste of all sorts. Many enterprises, in despair, have tried to undergo the Lean road maintaining and keeping alive their "traditional" methods – including production planning methods – to discover very rapidly a total failure of the lean project and therefore going back even more rapidly to their "comfortable" but no longer adequate model. A tremendous vicious circle! Can that be afforded any longer?

This course is designed to give participants a practical, "hands-on" presentation of Lean Production Planning methods for all Manufacturers, suited to operate effectively in an already Lean environment or in a situation aiming at Lean status. Specific objectives of this course include (but are not limited to) the following:

- To illustrate the remarkable differences between "traditional" and "leaner" production planning methods, highlighting the limitations of the former and the benefits of the latter, best suited to the modern manufacturing industry and vital to survive in turbulent and volatile-demand times.
- To present the core principles of the Lean philosophy and its repercussions on the way manufacturers plan and operate.
- To highlight the vital importance of a global attention to "value" in the manufacturing industry, and sensitise participants on the importance of reducing drastically any form of waste to face more confidently the way ahead.
- To give participants practical criteria to identify, in their own manufacturing concern, those processes in which Lean Manufacturing techniques could be implemented smoothly, in parallel with a Lean Production Planning approach.
- To show the path to specific lean planning approaches suitable for "pull" and "continuous flow" production – and to illustrate as well the way to tackle the "transition" between "traditional" and "lean" methods and planning.
- To highlight the importance of modifying gradually a "traditional" T system suitable for "push" production to a "leaner" one capable of catering for Lean production.
- To show ways of expanding the "lean" approach all along the value chain, integrating gradually suppliers and sub-contractors on the supply side, as well as distributors and clients on the demand side, for enhancement of value-added and drastic reduction of waste throughout the chain.
- To highlight the difference between "catalogue" manufacturing and "contract" manufacturing, showing specific planning methods suited to the latter style of manufacturing.
- To prove that without a solid cultural revolution, no manufacturing enterprise can face effectively the challenges of the new millennium and aim at excellence or, at least, survival.

I hope to see you there, best regards
Carlo

DAY ONE

Manufacturing Yesterday – Manufacturing Today And Tomorrow

- The main parameters of change – the market change the impact on manufacturing operations.
- Manufacturing Operations: definitions – main parameters and metrics.
- Understanding “*task-time*”, “*throughput-time*”, WIP (work-in-progress) and their inter-relationships
- The fundamental difference between “*Catalogue*” **Manufacturing** and “*Contract*” **Manufacturing**.
- Manufacturing styles: “PUSH” and “PULL”. Movie time: effects of the “push” method - the “stock” issue
- Case studies.
- Manufacturing Methods: “BATCH/LINE” vs. “FLOW”
The small-lot Production Systems:
Movie time: one-piece flow vs. batch production - **Case study**

Production Planning Yesterday (Traditional Planning)

- MRP: Materials Requirement Planning – overview
- MRP II: Manufacturing Resources Planning – overview
- CRP: Capacity Requirements Planning - overview
- ERP: Enterprise Resources Planning – overview
- Other Planning methods: overview

World Class Manufacturing Operations

- Understanding the scenario after the change.
- Understanding the new Market's features.
- Manufacturing Performance today: the prerequisites.

The Impact Of Lean Thinking And Value Adding Management In The Manufacturing Industry

- Focusing on the productive processes to maximise the output value.
- What is waste: classification of waste
Identifying waste in Manufacturing Operations
- Case studies. Halting waste proliferation - Reducing waste - Eliminating waste
- What are **Lean Manufacturing** and **Continuous Flow Production**, or Manufacturing with no waste.
- Why “traditional” planning methods are no longer adequate:
- What needs to be changed.

Lean Productive Systems The Planning Approach

- The Kanban approach to pull production.
- Why the Kanban method is no longer to be considered “lean” and in which cases it should be adopted. Towards Lean: “**Intelligent**” **Kanban** and Paced Withdrawal.
- Production Levelling and Production Balancing in a Lean environment.
- Planning for Continuous Flow Production: simple is better, simple is beautiful!
- Flow Production golden rules: the *macro-mix/micro-mix* planning approach.
- How to reduce drastically all lead times through Flow Production: “*produce today what your customers ordered yesterday*”.
- How to cope with high demand volatility and variability through Lean Production and Lean Planning.

DAY TWO

How to Deploy Lean Planning Techniques In The “Catalogue” Manufacturing Industry

- Starting from the top or from the bottom?
- Can Flow Production be extended factory-wide?
- The mixed “push/pull” compromise.
- Where and how to position the “coupling” between the “push/batch” and the “pull/flow” systems
- Basic lean principles for the continuous process manufacturing industry and the highly mechanised / automated factory

How To Switch-Over From Traditional Planning To Lean Planning: Value Stream Management, A Global Approach To Lean Planning

- The Value Stream Mapping technique: a practical deployment of all Lean Disciplines in an integrated fashion. The *Flow of Materials* and the *Flow of Information* in the “present” state and in the “future” state: an integrated guideline to future, Lean Production Planning.

The Lean Value Chain and Lean Production Planning

- Understanding the “*Value-Chain*” principle in manufacturing and its strategic role both in the “supply” side and the “demand” side
- Lean Supply Side: new relationships with suppliers and sub-contractors - Suppliers evaluation, classification, rating and grading: overview
- Lean approaches to Supply Chain management - Integration of Suppliers and Sub-Contractors in the Production Planning Process. Is “*co-makship*” suited to you?
- Lean Demand Side: the integration of Distributors, Wholesalers and Clients in Product Development and Production Planning – the QFD (**Quality Function Deployment**) approach, or “listen to the voice of the customer”.
- Lean Logistics: how to cut drastically all waste inherent in logistics on both the supply and demand side – **Case study**

Lean Production Planning: The Software Issue

- Why Traditional Production Planning and Control Software is nowadays considered inadequate.
- Case study: can IT become a major draw-back for an enterprise aiming at world-class status?
- “Transition” SW for switching-over from Traditional Production Planning to Lean Production Planning: “paper-less” and “wip-less” Kanban,
- How to transform an existing, “push” style, MRP-based Production Planning system into a “pull”, Kanban-based system first and then, gradually, into an “Intelligent Kanban” and eventually into a “Continuous Flow” type of Planning system.

Specific Lean Planning Methods for “Contract” Manufacturers

- Contract Manufacturing is Project Work! As such, it cannot be planned with “traditional” planning techniques!
- **Lean Planning** - workshops and case studies. The concept of the
- **Last Planner**: how to eliminate all waste
- How to make contract work *flow*, work-package after work-package
- How to conceive “*realistic assignments*” – how to plan them
- How to assure a high PPC (Percent Plan Complete)
- How to improve the PPC even further by using the *5Why* technique.
- Lessons learnt from Lean Manufacturing: the **Quick Set-Up** discipline and its deployment in Contract Manufacturing.
- A world-class contract-driven enterprise - **Case study**
Thinking: the ultimate resource.

