

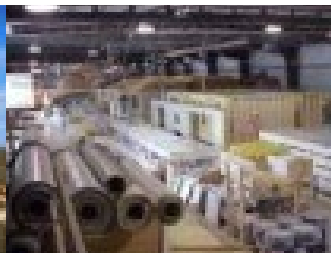


# Plimsoline

## Training

*"In Pursuit of Excellence"*

Company Reg No. 2013/003407/07



# THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)

A 3-DAY TRAINING COURSE DEVELOPED AND PRESENTED BY :

DR CARLO SCODANIBBIO

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## Foreword

...in a rapidly changing world, featuring vanishing boarders and hot, global competition, all industrial and business concerns, including SMEs, must aim at new, lean performance targets in line with "the best in the class-room"...

FROM THE DESKTOP OF DR. CARLOSCODANIBBIO

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 arises from a strong necessity we have detected in industry, through almost 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.

We 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!!!**

# 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 21<sup>st</sup> century, with enterprises designed in the 18<sup>th</sup> and 19<sup>th</sup> centuries to perform well in the 20<sup>th</sup>.... 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 high 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.

# 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!  
[Eric Simpeh - 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. It’s a cultural change that will have to take place.  
[Wessel Oosthuizen – Factory Manager – Ceres Fruit Juices – Ceres – South Africa]

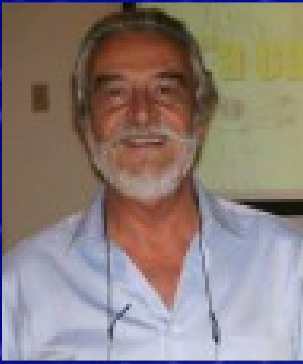
### WALK AWAY HAVING A POWERFUL GRASP OF WORKING SKILLS TO:

- **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!  
[Mark Alderson – Deputy General Manager – Nesma Trading – Al Khobar – Saudi Arabia]



# About your Facilitator



## Dr Carlo Scodanibbio

Dr Carlo Scodanibbio is an internationally renowned Trainer, Speaker and Industrial Consultant with over 45 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 19,000 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**

Registration will be at 08:00 on each day with training beginning at 08:30. There will be a 15min Dgc nfor 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 was an eye opener  
[Ernst Mathias - Manager\* Npmtccts - National Housing Enterprise -

# The Lean Enterprise (Operational Lean Management A 3-Day Training Course Developed And Presented By : Dr Carlo Scodanibbio

**TO SECURE A SEAT(S) PLEASE COMPLETE THE REGISTRATION FORM AND EMAIL IT BACK TO US**

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memory@plimsolinettraining.co.za | skype: memory.gennesaret

<b>Course fees per Delagate</b>	1-2 R8999.00 Per Delegate 3-5 R8499.00 Per Delegate Above 5 Contact us fo a group discount
<b>Early Bird Registration</b>	Register and settle training fees by 23 February 2016 and get an additional 5% on the applicable price as per fee structure

### COMPANY DETAILS

<b>NAME OF ORGANISATION</b>	
<b>BUSINESS ADDRESS</b>	
<b>POSTAL ADDRESS</b>	
<b>COMPANY VAT REG NO.</b>	
<b>TELEPHONE NUMBER</b>	
<b>FAX NUMBER</b>	

### GATES DETAILS

<b>1.DELEGATE NAME</b>	<b>2.DELEGATES NAME</b>
JOB TITLE	JOB TITLE
E-MAIL	E-MAIL
<b>3.DELEGATE NAME</b>	<b>4.DELEGATE NAME</b>
JOB TITLE	JOB TITLE
EMAIL	EMAIL
<b>5.DELEGATE NAME</b>	<b>6.DELEGATE NAME</b>
JOB TITLE	JOB TITLE
EMAIL	EMAIL

#### AUTHORISATION

Signatory must be authorised to sign on behalf of contracting organisation

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Email: \_\_\_\_\_

#### PAYMENT

**Plimsoline Investments PTY Ltd trading as  
Plimsoline Training  
Bank Name: Standard Bank  
Branch: The Glen  
Branch Code: 006005  
Account Number: 002848279  
Business Cheque Account**

#### TERMS AND CONDITIONS

**CANCELLATIONS:** By completing this registration form, the client hereby agrees that **PLIMSOLINE TRAINING** will not be able to mitigate its losses for any less than 50% of the total contract value. Cancellations must be received in writing three weeks prior to the event. Only cancellation made in writing and addressed for the attention of the Chief Financial Officer will be recognized by Plimsoline Training. Cash alternatives will not be offered although delegate substitutions are welcome any time. Thereafter, the full workshop fee is payable. If for any reason **PLIMSOLINE TRAINING** decide to amend this workshop, we are not responsible for covering airfare, hotel or other costs incurred by registrants. In the event that **PLIMSOLINE TRAINING** cancel the event, **PLIMSOLINE TRAINING** reserves the right to transfer this booking to another workshop to be held in the following six months, or to provide a credit of an equivalent amount to another workshop in the same sector within the following six months.

**INDEMNITY:** should for any reason outside the control of **PLIMSOLINE TRAINING**, the venue or speakers change, or the event be cancelled due to act of any terrorism, extreme weather conditions, industrial action **PLIMSOLINE TRAINING** shall endeavor to reschedule but the client hereby indemnifies and holds **PLIMSOLINE TRAINING** harmless from any costs, damages, and expenses including attorney fees, which are incurred by the client. The construction validity and performance of this Agreement shall be governed in all respects by the laws of Republic of South Africa to the exclusive jurisdiction of whose courts the parties hereby agree to submit.

#### PAYMENTS ARE REQUIRED WITHIN 5 DAYS OF INVOICE

**Please note: All fees include lunch, refreshments (non-alcoholic) and conference/workshop documentation. FEES DO NOT INCLUDE ACCOMMODATION, AIRFARE OR TRANSFERS. Delegates should make**

# REGISTRATION FORM