

# MALTA 2011

## LEAN BUSINESS EXCELLENCE

- advanced executive education -

First time in Malta

Dr. Carlo Scodanibbio  
and  
Ing. Joseph Micallef

jointly present:

"a modular and most comprehensive training program on lean management principles for the industry within the Maltese islands and neighbouring countries"

### Training Event 10:

## "LEAN PLANNING LEAN PROJECT MANAGEMENT"

for the Manufacturing Industry

3-5 October 2011 - Malta Enterprise - Malta

why manufacturing personnel should get equipped with Lean Planning tools to tackle the challenges of the years 2000

with thanks to:



**LEAN PLANNING & LEAN PM for Manufacturers**  
A 2-Day Course Developed And Presented By:

Dr. Carlo Scodanibbio – Ing. Joseph Micallef  
email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com) [jmicallef@theiet.org](mailto:jmicallef@theiet.org)

<http://www.scodanibbio.com/malta2011/>

# LEAN PLANNING & LEAN PROJECT MANAGEMENT for the Manufacturing Industry

## Foreword .

***“Whilst the Manufacturing Industry is going through the most turbulent and volatile times in its history, the need for approaches and techniques addressed at facing effectively the required challenging and rapid changes becomes enormous...”***

**FROM THE DESKTOP OF DR. CARLO SCODANIBBIO AND ING. JOSEPH MICALLEF**

Dear Delegate(s),

The “big-bang”, the starting point of the “Second Industrial Revolution” – the “Lean” revolution – started silently in the Manufacturing sector well over 2 decades ago. The famous TPS – the Toyota Production System – gave origin to Lean Manufacturing first, and then to Lean Thinking and to Lean Management.

Yet, still today, the manufacturing enterprises that have adopted in a substantial manner Lean practices in their operations are still a minority. Even more rare – and Malta makes no exception – is to find successful examples of Lean deployment in areas out-of-operations, such as administration, marketing, R&D, logistics, and so on. It would appear that Lean is something that has to do only with production and manufacturing operations. **It is not.** Another very fertile area for deployment of Lean principles and methods is the “project” area: not the project and construction industries only, but also the project world in Manufacturing.

Most manufacturing companies do not even admit or recognise they often operate in a non-repetitive fashion, typical of projects. Yet they do it, whether they admit it or not. Typical examples of “projects” coming to life and taking place in the manufacturing domain are – but not limited to - the following:  
°) Moving, expanding, revamping premises °) Installing or revamping plant, equipment, machinery (and Technology in general, including IT) °) Major maintenance projects such as yearly shut-down/s or plant turnaround/s °) Launching and implementing a Quality Assurance system °) Researching for, designing, developing, engineering and industrialising new products, or modifying/improving existing ones – or ancillary features (such as packaging) of a product °) Marketing/Commercial campaigns °) Re-engineering the logistics system, or re-organising the materials management system, or re-designing storage facilities, etc.

Most important, for those enterprises that decide to embrace Lean Manufacturing, **the Lean Manufacturing project in itself is a massive project!**

Through the years, our investigations have shown that Project Management, the leading discipline in handling projects of any nature, is rather mysterious (if not totally unknown) to Manufacturers. Even more is Lean Planning, the heart of Lean Project Management. The net conclusion is that most projects in the manufacturing domain, end up with: 1) Cost Overruns 2) Delays on Schedules 3) Waste

This course comes to the rescue. By presenting in rather great detail the Lean philosophy and the techniques to be deployed in project works of any nature, this course is a door-opener to lean project practices for whoever is: 1) ready to listen to message 2) ready to abandon obsolete principles, formulas and approaches 3) willing to get to “lean” status.

By showing that “thinking” is what must change, this course will prove that superior levels of performance can be achieved in any project a manufacturing concern needs or wishes to undergo.

We **GUARANTEE** that you will leave this workshop with the knowledge and tools to improve the value proposition of all your projects!

Dr. Carlo Scodanibbio and Ing. Joseph Micallef

### 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, including the Project domain
- **See** how Lean Thinking principles applied to Project’s early stages converts into higher customer satisfaction
- **Understand** in depth the *Lean Project Management* philosophy, performance goals and critical success factors
- **Learn** how to see waste in your own project works, from inception to completion
- **Understand** the *Last-Planner* tactics in detail, and deploy it in your projects for timely completion and waste elimination
- **Develop** a strategy and a medium-term implementation plan to incorporate lean principles into your projects
- **Use** lean ideas to see project works as a “flowing process” and to think about its further improvement
- **Discover** new horizons in *Contract Management*, building sound relationships with external Sub-Contractors and Suppliers
- **Explore** the key requirements for successful involvement of engineering teams and operational crews in Lean Planning practices
- **Implement** strategies to increase Project Performance through Lean-Thinking people while assuring their job satisfaction

**This highly interactive course is designed to provide participants with practical and ‘hands-on’ insights on Lean Planning techniques and Lean Project Management practices engineered specifically for the Manufacturing Industry. Derived from Dr. Carlo’s extensive experience on Lean processes this course, reach in simulations and case studies, will be conducted with a highly engaging and result-oriented approach that gives you immediate and substantial practical know-how.**

#### Course Trainers:

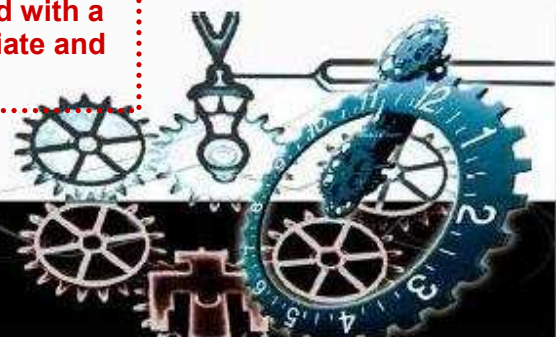
Dr. Carlo Scodanibbio and Ing. Joseph Micallef - Independent Consultants

#### Course Dates:

3-5 October 2011

#### Course Venue:

Malta Enterprise – Malta



# LEAN PLANNING & LEAN PROJECT MANAGEMENT for the Manufacturing Industry

## 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]

- “Traditional” **Project Management**. Overview of basics concepts and core principles:
  - What is a Project . The 3 core parameters of a project
  - The integration of Planning and Control
  - The role of the Project Manager
  - Symptoms of Projects lacking adequate Management and likely causes
  - The traditional “matrix” organisational structure in projects
  - The traditional organisation of Project Teams
  - The main Project actors.
  - The “flexibility” factor – Responsibilities: integration vs. distribution
  - Planning, Scheduling, Controlling Projects
  - Why Planning – how to plan a project
  - The traditional PBS (Project Breakdown Structure)
  - PERT and CPM - basics
  - The Project Program – Gantt (Bar) Diagram
  - Project Risk Management
  - Project Cost Control - Project Financial Control (basics)
  - Resources Management
- ...then, the world changed.... the **scenario** - the environmental change must be understood and managed effectively.
- Analysis of the weaknesses and failures in Traditional Project Management: why so many projects (of any nature) in the Manufacturing Industry are not completed in time (or at all), within budget and with acceptable quality results? Is our **Industrial DNA** still polluted by those obsolete principles that gave birth to the first Industrial Revolution? **Case studies**.
- The common denominator: inadequate planning and inadequate Project Management. The way forward: **Lean Thinking**.
- The 5 Core Concepts of **Lean Thinking**: 1) **Value** (as defined/perceivable by the customer of a project) 2) **Value Stream** (the way Value is produced and delivered) 3) **Flow** (the necessary value-adding steps must flow continuously) 4) **Pull** (the **Value Stream** must flow pulled by the project’s customer) 5) **Excellence** (the continuous improvement in **Lean** practices)
- The origins of **Lean Thinking**: **Lean Manufacturing** and **Flow Production** - The “lot” issue in Manufacturing. The **small-lot** production systems: the smaller the lot, the less the waste! Case study: **One-Piece Flow** vs. **Batch Production**
- The conversion of **Lean Manufacturing** principles for deployment in Engineering and Project works. The implementation of the **one-piece-flow** principles in the **Project-Driven** domain. The result: **Lean Project Management**.
- What is a **Lean Project** and **Lean Project Management**. Where does waste hide in traditional projects - how to identify it - how to reduce it drastically. How to plan project’s processes for lean implementation - the role of creativity in planning - **flow project processes**.
- **Lean Project Management** and 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.
- The secret of **Lean Project Management**: **Lean Planning** - **workshop** and **case studies**. The concept of the **Last Planner** - how to eliminate all waste in Project works of any nature.
- 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.
- **Lean Project Management** in multi-projects situations: the TOC (**Theory of Constraints**) approach to **Lean** management of several projects at once. **Workshop**. Identifying the “**critical chain**” – introducing “**buffers**” – identifying the “**drum resource**”. The final results: all projects early instead of all projects late!
- **Lean Project Management** in **Engineering, Design, R&D and New Product Development**: the “**Concurrent Engineering**” against the “**over-the-wall**” approach.
- **Lean Project Management** in **Factory Shut-Down, Turnaround and major Technology Revamping works**: practical hints and tips.
- **Lean Project Management** in **multi-disciplinary “turn-key” projects**: the integration of suppliers and sub-contractors in the “**lean value chain**”. The **Lean Supply Chain**: new horizons for Procurement and Contract Management. **Comakership**: the present and the future.
- The role of **Lean Project Management** in improving Factory processes (operations, services, logistics, materials management, etc.): specific tips for **Lean Planning**.
- A world-class project-driven enterprise: **case study**.
- **Lean Project Management** and **People**. A new breed of people is required in the modern project-driven industry - the “**multi-skill**” and “**multi-function**” factors - the “**empowerment**” factor - self-planning - self-control. Should everybody be a “**last planner**”?
- The demolition of Adam Smith’s principles and the **Second Industrial Revolution** in the Project world.

**Training Grants ranging between 60 and 80% may be made available to eligible enterprises through the Training Aid Framework (TAF) Scheme administered by the ETC.**  
**Deadline for Training Grants Application: 9 September 2011.**  
**NB: the onus of enquiring about and applying for Training Grants rests vested with your Organisation.**

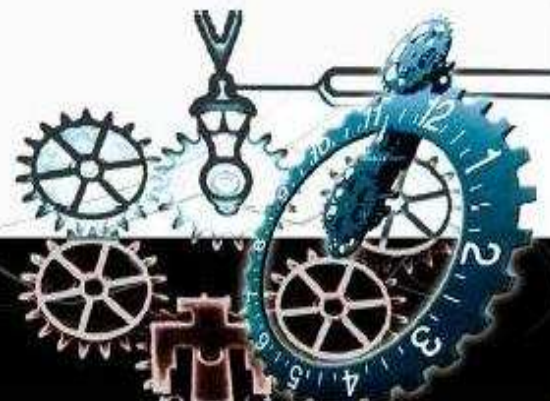
Will recommend this course to anyone who does Project Management  
[Joseph Absai - Project Management Eng. - BP Namibia - Windhoek – Namibia]

Excellent course: Carlo is brilliant and liberates the mind from the chains of traditional thinking that inhibits any real progress in improvement in the workplace.  
[Yuri Mynhardt - QC Manager - Circuit Breaker Industries Ltd - Isando - South Africa]

**Course Dates:**  
3-5 October 2010

**Course Venue:**  
Malta Enterprise – Malta

**“ if it doesn't add value, it is waste”**


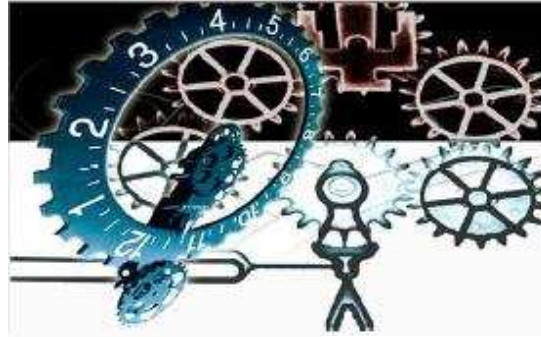




# LEAN PLANNING & LEAN PROJECT MANAGEMENT for the Manufacturing Industry

## About your Facilitators .

An excellent course: new goals have been set, with basic innovative ideas can be done  
[Pieter Van Heerden - Project Engineer - Grinaker-LTA Construction - South Africa]



**Ing Joseph Micallef** graduated in electrical engineering from the University of Malta in May 1992. He has been involved in the manufacturing industry since 1990. Initially starting his career within the medical devices and plastics processing manufacturing sector, he later moved on within the electronics manufacturing sector. Throughout his career, Joseph has had experiences in a variety of industrial and automation processes, research and development projects, various manufacturing processes and occupied senior technical and management roles in research and development, process control, quality management, occupational health safety and business process management. For over these last c. 14 years, Joseph has been occupying the position of Quality Manager within a very dynamic high tech electronics manufacturing industry sector. Apart from his broad industrial experiences gained through the last c. 20 years, Joseph has also paralleled his experience within the services sector through his various freelance projects which he has undertaken since the year 2000 when he had ventured into the freelance consultancy and mentoring/training business. Joseph's career spreads primarily in Malta, but he has been assigned several projects and training opportunities in various countries within Europe (UK, Scotland, Belgium, France, Finland, Italy), the US (Jacksonville, Houston) and the Middle East (Egypt). Ing. Joseph Micallef is a corporate member of a number of institutions.

In particular he is registered Chartered Engineer with the Engineering Council (UK) – *C.Eng.*, corporate member in the Institution of Engineering and Technology (UK) - *M.I.E.T.*, European engineer through FEANI – *Eur.Ing.*, and warranted member within the Chamber of Engineers (Malta).



**Dr Carlo Scodanibbio** is an internationally renowned Trainer, Speaker and Industrial Consultant with over 40 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 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 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 15,000 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 Event:

Senior (Managing Directors, General Managers) & High/Middle-Level Managers (Operations, Production, Project Management, Quality Assurance, Plant and Maintenance, R&D and Engineering, Process Engineering, Product Design/Development, Procurement, Materials Management, Logistics, Services, etc.) from the Manufacturing and Continuous-Process industry in **Malta & neighbouring Countries**.

**The very small Manufacturing enterprise (up to 20 employees) will particularly benefit from participating in this course.**

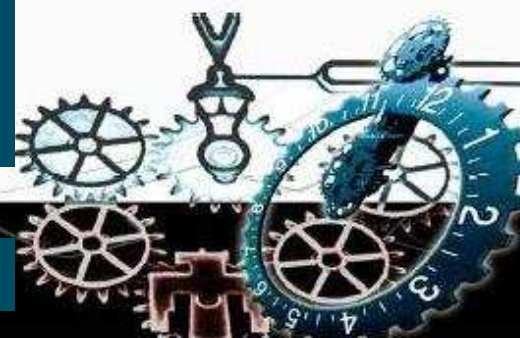
**A 2-day Training Event dedicated to Manufacturers undergoing project works of any type and size**

#### Timings:

Registration will be at 08:00 on each day with the course 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 course 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, Projects - National Housing Enterprise - Windhoek – Namibia]



# LEAN PLANNING & LEAN PROJECT MANAGEMENT

for the Manufacturing Industry  
3-5 October 2011 - Malta Enterprise - Malta



## Registration

(Online Registration: <http://www.scodanibbio.com/malta2011/onlinereg/10.html>)

### Course Fees, Discounts, Terms and Conditions

#### Fees and Discounts Structure

(prices are per Delegate excluding VAT)

- |  |         |
|--|---------|
| <input type="checkbox"/> Price per 1 Delegate    | €330-00 |
| <input type="checkbox"/> 2 Delegates: less 5%    | €313-00 |
| <input type="checkbox"/> 3-5 Delegates: less 10% | €297-00 |
| <input type="checkbox"/> 6-9 Delegates: less 15% | €280-00 |
| <input type="checkbox"/> 10+ Delegates: less 20% | €264-00 |

**Deadline for Course Registration: 23 September 2011**

#### Early Bird Registration

Register and settle Training Fees by **5 September, 2011** and get **an additional 10% discount** on the applicable price (as per Fees Structure)

#### Loyalty Discount (\*)

Organisations that participated in the Launching Conference 21<sup>st</sup> June 2011 qualify for an extra, overall **10% Loyalty Discount**

**Please complete and sign this Form, scan it and email it to [jmicallef@theiet.org](mailto:jmicallef@theiet.org) or [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)**

#### 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 \_\_\_\_\_

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#### ORGANISATION DETAILS (please write in BLOCK CAPITALS)

Organisation \_\_\_\_\_  
Nature of Business \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ P/Code \_\_\_\_\_  
Country \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
VAT Number \_\_\_\_\_

We are registering \_\_\_ Delegates @ € \_\_\_\_\_/each  
Total amount € \_\_\_\_\_  
Less 10% Early Bird Discount € \_\_\_\_\_  
Less 10% Loyalty Discount (\*) € \_\_\_\_\_

**Net amount to be invoiced (excl. VAT) €** \_\_\_\_\_

#### Authorising Manager

Name \_\_\_\_\_ Position \_\_\_\_\_

Date \_\_\_\_\_ Signature \_\_\_\_\_

(This Registration is invalid without a signature)

#### TERMS OF PAYMENT

**Fees include:** participation to the 2-day Course "Lean Planning & Lean Project Management for Manufacturers" to be held at Malta Enterprise on 3-5 October 2011 – Refreshments and Lunches – Course Notes and Documentation – **Certificate of Achievement** (*Certificate of Successful Completion*, against satisfactory results in the course's tests and exercises) signed by Dr. Carlo Scodanibbio and Ing. Joseph Micallef – One free e-consulting Advice by Dr. Carlo Scodanibbio and/or Ing. Joseph Micallef. Upon receipt of a duly completed and signed Registration Form, a **Confirmation Letter** and **Invoice** will be sent to you by the organisers. Payment of Course Fees is strictly **on presentation** and is required **within 5 working days** from date of Invoice.

#### METHOD OF PAYMENT

Payments may be done by cheque or Bank Transfer in favour of Ing. Joseph Micallef, who acts as the official Course Organiser.

To arrange for payment after receiving **Confirmation Letter** and **Invoice** kindly contact Ing. Micallef directly on (+ 356) **9982 2244** or email [jmicallef@theiet.org](mailto:jmicallef@theiet.org)

#### CANCELLATION POLICY

All Cancellations of Registrations must be made in writing. Due to contractual obligations, a cancellation charge of 30% of the invoiced amount applies if the cancellation is received 10 days or less before Course starting date. However, a complete set of documentation will be sent to you. **Substitutions are welcome at any time.** Should the course be cancelled by force-majeure or for any other reason, you will receive a **full refund** of the paid Fees.

<http://www.scodanibbio.com/malta2011/>

**FURTHER COURSE INFORMATION.** Dr. Carlo Scodanibbio – Email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)  
Web: <http://www.scodanibbio.com> Tel +356 - 2166 2115 – Mob +356 - 7996 6056