

The Lean Enterprise – Lean Thinking

*The Evolution and Implementation of Lean Concepts Across Business Processes and Industries
Practical Principles for All Private Service Establishments and Public Organisations*

3 - 4 November 2009, Candlewoods Guesthouse, Centurion Gauteng, South Africa

Introduction

A revolutionary, comprehensive and very interactive 2-day workshop on Lean Thinking principles and techniques for the Service Industry.

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

This workshop is specifically tailored for the service industry and for public/governmental and semi-public bodies and institutions

This workshop is very interactive and supplemented with abundant practical exercises and case studies



BUSINESS & FINANCE ACADEMY



Programme Director:
Dr Carlo Scodanibbio





Evolving through knowledge...

Workshop Outline

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!** *Irrespective of whether you fish it, you farm it, you breed it, you mine it, you manufacture it, you mill it, you brew it, you construct it, you simply sell it, or you dance it or sing it.... no matter what you do – you must generate value for your customers!*
 2. **Remember!** *Everyone that works in your organisation 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 origins of *Lean Thinking*: **Lean Manufacturing** and **Flow Production**
- 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 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*:

Need more information?

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- 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
 - *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

- Are *Lean Thinking* and *Flow Process* principles and techniques suited to all industries and business processes? 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**
- **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** in a Lean Environment
- 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 “turn-this-board” strategy
- The **6-Sigma Methodology** for elimination of Quality defectiveness and process' variation: overview
- Can the “*Lean*” and the 6-Sigma approaches be beneficially combined?
- Can *6-Sigma* be part of the greater **Lean Kaizen** approach to Performance Improvement?
- **Lean Thinking, Equipment and Technology**
- Industrial competitiveness today is based on the motto: “People: first – Methods: second – third, and only third: Technology”



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Workshop Outline

- What are the modern principles of Equipment and Technology Management under the *Lean* angle of view
- How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac...)
- What technology is really suited for "lean" and what is not
- How to harmonise People and Technology in a productive system geared to produce high levels of *added-value*
- *How TPM - Total Productive Maintenance principles can be beneficially **deployed** not only in the Manufacturing, but also in the Service Industry*
 - **Case Studies**
- *Lean Thinking* principles in **New Services Development** and 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*
- *How to deploy TPM principles in the IT (Information Technology) domain*
- **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
- The nitty-gritty of inadequate, non-lean *team-work*:
 - **Interactive Workshop**
- **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-preneurship*
 - Decentralisation
 - The business with no premises
 - 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

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Walk Away with the Power to

- Understand how Lean Thinking has evolved since its inception, and how it applies to different sectors, operations and business processes
- Understand in depth the Lean Thinking philosophy, performance goals and critical success factors
- Know how to develop a lean culture within your Organisation
- Use lean ideas to think about process improvement in your own organisation and its 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
- Discover the organisational structures that support Lean and open the door to Performance improvement
- 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

Who Should Attend?

- Business Strategists
- Chief Executive Officers
- Managing Directors
- General Managers
- High and mid-level Managers (Operations, Production, Quality, R&D, Engineering, IT, HR, Administration, Commercial....) from private enterprises (service establishments and commercial/trading enterprises) of all sizes and public/governmental organisations

About Your Programme Director

Dr Carlo Scodannibbio

Dr Carlo Scodannibbio, born in Macerata, Italy in 1944, holds a doctor degree in Electrical Engineering from Politecnico di Milano in 1970. He has over 39 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 Southern Africa, Italy, Cape Verde, Romania, Malta, Cyprus, Lebanon, Mauritius, Kenya, Saudi Arabia, Malaysia and India. His area of expertise lies in World-Class 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.

A few quotes from previous, satisfied delegates

An excellent course well organised excellent presentation material new hints/ideas that can be put into practice
[Charles Muscat – Process Manager, Beer Packaging – Simonds Farsons Cisk – Malta]

An excellent seminar. I found the presentation dynamic & very open minded. I believe CS richness comes from the very people he comes across to train, apart from his own learnt experience.
[Jude Bholah – Administrative Manager – Atelcom Ltd – Mauritius]

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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?

This workshop will be a shocking workshop for many of you. Because it demystifies all traditional principles of the first industrial revolution on which the majority of enterprises, 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: ready to listen to

message – prepared to abandon obsolete principles, formulas and approaches – willing to get to "lean" status.

This workshop will prove that competitiveness or survival today can no longer be achieved by merely cutting costs, retrenching jobs 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 workshop is the logic development and extrapolation of my "Lean Manufacturing" workshop, dedicated to the Manufacturing Industry. It 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 enterprises, such as service establishments and public organisations.

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

I hope to see you there, best regards

Dr Carlo

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CAPE TOWN OFFICE: Suite GB Unit 30
Waverley Business Park, Wyecroft Road,
Mowbray, Cape Town 7700

Contact Details:

Tel: +27 (21) 447 9665
Fax: +27 (21) 447 9882

HEAD OFFICE: 5 Bauhinia Street,
Cambridge Park Unit 7, Highveld
Techno Park, Centurion 0163

Contact Details:

Tel: +27 (12) 678 4800
Fax: +27 (12) 665 1337

Postal Address:

PO Box 12620, Clubview,
0014, South Africa

R/LOC 1277

Registration Form

Please quote delegate name and event codes as reference

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Event Fees per Delegate

R8 883,00 (excl VAT) x _____ delegates (less discount) _____ %
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Fees include tuition documentation, lunch and refreshments. Confirmation of registration and an invoice will be sent on the receipt of a signed registration form. Price (exclusive of 14% VAT).

Please note, payment must be received prior to the commencement of the workshop.

Group Discounts		Methods of Payment:
2 Delegates	5% Discount	Please note that payment is required no later than 7 days from date of invoice. In the event of non-payment, Ripple Training reserves the right to cancel the booking and the full amount owing under this agreement will be due and payable.
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Cancellations and Transfers:
Delegates unable to attend the event may send a substitute delegate to the event. Cancellations received at this office in writing 15 working days before the event will qualify for a 50% refund. Cancellations received at this office in writing with less than 15 working days' notice of the event will carry full liability of payment. Programme and speakers are confirmed at time of going to press. However, Ripple Training reserves the right to alter this program without notice.

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