

THE LEAN ENTERPRISE (LEAN THINKING)

THE MALTA
CHAMBER OF COMMERCE,
ENTERPRISE AND INDUSTRY



- 15% discount to The Malta Chamber of Commerce, Enterprise & Industry Members;
- 10% discount on third participant from the same company;
- Training grants through the Training Aid Framework is available to eligible enterprises.



Dates:	6th, 8th and 10th July 2009
Time:	8:30 – 17:00
Venue:	The Exchange Buildings, Valletta
Lecturer:	Dr. Carlo Scodanibbio (www.scodanibbio.com)
Members Fee:	€ 350 (inc. VAT)
Non-Members Fee:	€ 410 (inc. VAT)
ETC Registration Deadline:	Thursday, 11th June 2009

COURSE AIMS

- ⇒ **Understand** how Lean Thinking has evolved and how it applies to different sectors, operations and business processes
- ⇒ **Examine** the Lean Thinking philosophy, performance goals and critical success factors
- ⇒ **Develop** a strategy and a medium-term implementation plan to incorporate lean principles into your core and support processes
- ⇒ **Discover** which organizational structures support lean and open the door to performance improvement
- ⇒ **Apply** Lean Thinking in the DNA of your operations and business processes
- ⇒ **Eliminate** waste, reduce costs and optimize productivity and profitability
- ⇒ **Avoid** common pitfalls encountered during Lean implementation
- ⇒ **Create** a Lean Culture within your organization
- ⇒ **Explore** the key requirements for successful employee involvement in Lean practices
- ⇒ **Drive** the entire organization to the 'Least-Waste Way' of operating for continuous improvement
- ⇒ **Use** lean ideas to think about process improvement in your own organization and its value-chain
- ⇒ **Shift** organizational focus towards an effective lean strategy that relates to your own business situation
- ⇒ **Use** lean ideas to see all operational activities as a 'process' and to think about their improvement along the entire value-chain
- ⇒ **Implement** strategies to increase process performance through Lean-Thinking people while assuring their job satisfaction

LEAN ISN'T AN OPTION ANY MORE –
IT'S A NECESSITY!!

Who Should Attend: Business Strategists - Chief Executive Officers - Managing Directors - General Managers - High and mid-level Managers (Operations, Production, Quality, R & D, Engineering, Maintenance, HR, Administration, Commercial...) from private enterprises (manufacturing and assembly - service establishments and commercial enterprises - project/contract-driven and construction) of all sizes - and public/governmental organizations.

Kindly confirm your booking by sending the above registration to taf.etc@gov.mt and jeanelle.catania@maltachamber.org.mt.



THE LEAN ENTERPRISE (LEAN THINKING)

COURSE OUTLINE

Day 1

Module 1: Industrial Performance

- Definition and measuring methods. Approaches to Performance Improvement.

Module 2: The scenario

- 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.

Module 3: 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 an appropriate strategy for 'lean' performance.

- Why many private enterprises and public/semi-public organizations don't 'perform'? The root causes of poor performance date back to over 2 centuries ago. Case studies.

Module 4: The origins of Lean Thinking

i. Remember! 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!

ii. 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.

Module 5: Value Adding Management in Industry

The pilot light and driving philosophy for the new millennium. Focusing on processes to maximize value and eliminate waste

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. Case studies. The target: Flow Process, or processing with no waste.

Module 6: The background of Lean Thinking;

The role of 'Lean' disciplines in obtaining higher levels of performance

The SOCO (5S) approach as a starting point—Halting waste proliferation - Reducing Waste - Eliminating Waste.

Case studies

Module 7: Lean disciplines for the Manufacturing Industry

Lean Manufacturing and its relationship with other World-Class Manufacturing

disciplines (Total Productive Maintenance - Total Quality Management - 6-Sigma Methodology - Achieving Quick Change-over - Cell Manufacturing - Continuous Flow techniques— Value Stream Management).

The small-lot production systems: the smaller the lot, the less the waste!. Interactive workshop: One-Piece Flow vs Batch Production.

Day 2

Module 8: Deploying Lean Manufacturing principles in other industries

Implementing the one-piece-flow principles in the Service and Project Industry.

The 5 Core Concepts of Lean Thinking:

i. Value (as defined/perceivable by the customer)

ii. Value Stream (the way Value is produced and delivered)

iii. Flow (internal: Organisation-side and external: Customer-side)

iv. Pull (the Value Stream must flow pulled by the Market)

v. Excellence (continuous improvement of a Lean Organisation)

Module 9: Lean Thinking preliminary and subsequent targets

- Reduce the steps by half, the time by half, the errors by half— then:

- Value-Adding steps only—Value-Adding-time only—zero defects.

COURSE OUTLINE CONT...

Day 2 ... Cont.

Module 10: Resistance and opposition thinking to Lean transition

- The table of excuses - the 'batch' mentality— the 'conveyor' mentality.

Module 11: 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.

Module 12: Is LT suited to all industries? 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 Service Recovery Process. Lean Thinking in Administration. **Practical exercising.**

Today's discipline in the Project, Contract and Construction world is Lean Project Management. The secret: Lean Planning. Workshop and Case studies. The concept of the Last Planner: how to eliminate waste in Project/Contractor works. Lean Project Management in multi-project situations: Lean management of several projects at once. Workshop.

Module 13: Lean Thinking and Quality

- eventually, the dust settled. What

is TQM today, what is different from 10 and 15 years ago. Core principles of TQM in a Lean environment. The relationship between QA and TQM. Is the ISO QA system really beneficial? - The 6-Sigma Methodology for elimination of Quality defectiveness and process variation: overview. Combining 'Lean' and 6-Sigma -how.

Module 14: Lean Thinking, Plant and Equipment

The motto: 'People: first—Methods: second—third, and only third: Technology'. Lean principles of Plant, Equipment and Machinery Management. Preventing major technological mistakes (the "super-star-galactica" cul-de-sac...). What machines are really suited for 'lean' and what are not. Deploying TPM principles in the Service and Project Industries. **Case studies.**

Day 3

Module 15: Lean Products/Services Development and Customer Relationship—Lean Thinking in other industries and the Public sector

- LT and the Value-Chain - LT and the Learning Organisation. LT and Opportunities Generation. **Practical Exercising and Case Studies.**

- LT and the Marketing process. The motto 'think like a customer!'

- LT principles in the Public Sector.

- LT principles in the Mining and the Continuous Process Industries.

- LT and Software Development. Lean

Thinking and the IT world.

Module 16: LT and Excellence: Lean Performance improvement

Lean Kaizen. Pre-requisites, limitations, constraints. Why it may fail. How to make it successful. Lean Kaizen tactics: direction, strategy, brain-power, tools, techniques, team-work.

The nitty-gritty of inadequate, non-lean team-work. **Interactive Workshop.**

Module 17: Lean Thinking and People

- Value-generating processes. How to switch over from simple tasks to simple processes. **Case Study: How to evolve from 'job description' to 'process description'.**

Module 18: Thinking: The ultimate resource

- The main differences between old-world traditional, automated thinking and new-world proactive and creative thinking. The Second Industrial Revolution.

Module 19: Lean Enterprise Management

- The mottos: '...lean is beautiful...' - 'small is beautiful' - 'simple is beautiful...'

The extrapolation of the Italian Model and the development of its practical and beneficial features in all Industries. **Case studies: intrapreneuring** -

decentralization - the business with no premises - the 'replica' concept.

Module 20: The future scenario

- Understanding the trend and getting ready for the future challenges.

THE LEAN ENTERPRISE (LEAN THINKING)

Registration Form

I/We wish to confirm our participation in the course.

Participant/s Name: _____

Post/s: _____

Company: _____

Tel No: _____ E-Mail: _____

Signature: _____ Date: _____

Registration Fee (inc. VAT): Cheque for Euro _____ in the name of **The Malta Chamber of Commerce, Enterprise & Industry** is enclosed.

Registration Fees (inc. VAT)

<input type="checkbox"/>	Members (- 15% on Non-Members Fee)	€ 350	<input type="checkbox"/>	Members (-10% for 3rd participant only)	€ 314
<input type="checkbox"/>	Non-Members	€ 410	<input type="checkbox"/>	Non-Members (- 10% for 3rd participant only)	€ 370
<input type="checkbox"/>	Sponsoring Partners (- 25% on Members Fee)	€ 262	<input type="checkbox"/>	Sponsoring Partners (- 25% and - 10% on 3rd participant)	€ 227

Kindly confirm your booking by sending the registration coupon to taf.etc@gov.mt and jeanelle.catania@maltachamber.org.mt together with the payment by Thursday, 11th June 2009 to:

**The Malta Chamber of Commerce, Enterprise & Industry,
The Exchange Buildings, Republic Street, Valletta VLT 1117**