

Lean Thinking

The next step in organisational evolution: Reducing the seven forms of waste

Sheraton Dubai Creek
Hotel & Towers, UAE

10th & 11th May 2009

“The most dangerous kind of waste is the waste we do not recognise.”

Lean is about focus, removing waste, and increasing customer value. Lean is about smooth process flows, doing only those activities that add customer value and eliminating all other activities that don't.



Your course trainer:

George Trachilis President and CEO
OEM Consultants

Gain value from this unequalled interactive event by securing expert advice on these vital issues:

- **Creating** wealth by eliminating waste
- **Improving** customer experience through elimination of non-value added processes
- **Analysing** the 5S system and transplanting the system into the organisation
- **Embedding** the lean experience successfully into day to day operations
- **Discarding** repeated steps in a process while streamlining the supply chain

Testimonials:

“OEM helped us create a custom plan, suited to our unique retail business and culture. OEM brought out the best in our team leaders.”

Senior Vice President

Retail Operations Princess Auto

(Canadian retailer with 25 stores serving 3 million customers a year)

“George is one of the most effective people for institutionalising Lean principles into an organisation”

President

CGI Automotive Group

“One of the best classes available. I am glad I took it.”

Director

Live Operations Lilydale Inc.

marcus evans training courses are thoroughly researched and structured to provide intense and intimate practical training applicable to your organisation. Benefits include:

- Strictly limited seats
- Pre-course questionnaires
- An in-depth tailored programme to address market concerns
- Diverse real life case examples
- Comprehensive course documentation

Pre-course questionnaire

To ensure that you gain maximum benefit from this training, a detailed questionnaire will be sent to you to establish exactly where your training needs lie. The completed forms will be analysed by the course trainers. As a result, we ensure the course is delivered at an appropriate level and that relevant issues will be addressed. The comprehensive course material will enable you to digest the subject matter in your own time.

Endorser



Official Business Magazines



Official Online Partner

Media Partner



***Early Bird & Group Discounts**
Ask about our savings

Session One**Lean Thinking: Introduction and origins**

Lean is the practical application of systems thinking to the improvement of production or productive processes. It combines this thinking with a set of principles, tools and techniques focused on reducing complexity in the production stream. Activities that do not add value are eliminated. Bottlenecks and other constraints on process flow are likewise taken out of the process to produce a smooth process flow. The result is reduced cycles times, increased inventory turns, simplified and streamlined processes that work faster.

- Focusing on customer value and looking at the bigger picture
- Applying lean principles effectively to any system of processes and in every work environment
- Identifying simple to understand concepts to minimise/eliminate waste and to improve productivity

Session Two**Defining value from the customer's perspective**

Lean Thinking focuses on adding value as defined by the customer, which means delivering perfect quality, excellent design and choice provided by cost efficiencies at every possible stage.

- Reviewing external customer vs internal customer concept
- Removing rework expenses into the customer's cost by adopting lean thinking
- Discussing the 3 different categories for defining value:
 - Value added
 - Non value added
 - Non value added but necessary

Case study

PAL Manufacturing. An insight into their 6 main problems, how their internal solutions failed and the recommended plan of attack utilising lean

Session Three**The seven forms of waste (Muda)**

Providing the wrong goods or service the right way is still waste. 'There is nothing so useless as doing efficiently that which should not be done at all' – Peter Drucker. Excess amount of inventory is a visual indicator that overproduction is prevalent in a company.

- Recognising the different forms of Muda:
 - Overproduction
 - Waiting
 - Transportation
 - Inappropriate processing
 - Unnecessary inventory
 - Unnecessary motion
 - Defects
- Reviewing overproduction - producing more/sooner than the internal or external customer needs
- Case study: Dell computers

Session Four**Waste of waiting**

The muda of waiting occurs when an operator is ready for the next operation, but must remain idle. Periods of inactivity for information, goods or people resulting in poor flow and long lead times.

- Removing time-out of a process
- Finding out why customers are waiting and then doing something about it
- Becoming attuned to the waste of waiting and eliminating them out of the processes

Exercise

The cups game. Illustrating the difference between push and pull production.

Session Five**Waste of transportation**

All forms of transportation are muda. This includes the use of forklifts, conveyors, pallet movers, and trucks. Excessive movement of information, materials, goods, products or people results in wasted time and effort and increases costs.

- Using spaghetti diagram to visually communicate waste transportation to others
- Charting out process flow to reduce/eliminate wastes of transportation
- Learning methods to determine whether parts of a process are value-added or non-value added

Review of day's proceedings and Q&A

About your course trainer:

George Trachilis P.Eng., CPIM CEO and President
OEM Consultants Inc.

George has been practicing Lean since 1994 – As a project leader, he took a facility through an implementation of Just-in-Time (previous language used for Lean). This company was in the manufacturing industry (making buses) and how they assembled buses was changed using signals (kanban) and coordinating between internal customer, and internal supplier.

George is a Professional Engineer in the Province of Manitoba and holds a Bachelor of Science Degree in Mechanical Engineering - University of Manitoba. George's interest has been in the manufacturing industry ever since. He elevated his understanding of manufacturing systems by attaining a Certificate in Production and Inventory Management (CPIM) from APICS - The Educational Society for Resource Management.

George's start in the manufacturing industry as an industrial engineer was with Motor Coach Industries (bus manufacturer previously owned by Greyhound) in Winnipeg, Manitoba. Later, as an Operating Systems Analyst, George was responsible for their Pembina, North Dakota implementation. This \$500 Million dollar company had over 50 full-time team members for the implementation and George was one of four team leaders. Later working for companies such as Leon-Ram Enterprises (farm equipment and cylinders), Standard Aero (engine repair overhaul), Bayco Industries (foundry and machine shop), New Flyer Industries (transit bus manufacturer), Fort Garry Industries (fire truck manufacturer), and Gerdau Ameristeel MRM Special Sections (steel mill), has given him an advantage over all other consultants - the employer's perspective.

Previous experience:

1994	Operating Systems Analyst of Motor Coach Industries
1996	Manager of Engineering and Planning of Leon's Manufacturing Ltd.
1997	Production Manager of Bayco Industries
1999	Corporate Master Scheduling Manager
2001	Director of Engineering Fort Garry Fire Trucks
2005	Chief Operating Company of Canadian Tool and Die

Why you cannot miss this event

Leaner and meaner. With this cloud of economic uncertainty, companies must appreciate the hard fact that unless they start streamlining, they will be left behind – far behind. Lean is a radical approach that re-assesses all organisational capability in terms of customer wants, and being pretty ruthless with everything that fails to contribute to this goal: Coming out of the economic crisis leaner and meaner.

Lean companies work to precisely define value in terms of specific products with identified capabilities offered at set prices through a dialogue with their customers. The process involves learning to adopt and employ a series of tools and techniques to achieve incremental improvements in an organisation. Above all, lean thinking methods are inclusive of all employees and involve a major change in the embedded attitudes of the individuals that make up the organisations.

At this training, participants from all industries will learn carefully planned approach to how organisations operate, through building on customer focus, innovation and continuous improvement. Lean thinking has become the dominant trend in operations and manufacturing management over the last few years, where its success is now being integrated in the services and healthcare industry.

Who should attend

CEO, COO, Managing Director, General Manager, Country Manager, President & Vice-President, Director, Senior Manager, Manager of

- Retailing
- Manufacturing
- Contracts & Procurement
- Sales & Marketing
- Human Resource
- Merchandising
- Operations
- Supply chain
- Planning
- Business Development
- Stock and Inventory

From:

- Retail
- Petrochemical
- Power
- Steel
- Heavy manufacturing
- Government
- Oil & Gas
- Chemicals
- Utilities (Water and waste)
- F&B
- Healthcare

Monday 11th May 2009

Before the start of Session One, participants will review the previous day's proceedings

Session One

Waste of motion

Unnecessary motion refers to the importance of ergonomics for quality and productivity. If operators have to stretch, bend, pick-up, move in order to see better, or in any way unduly exert themselves, the victim is immediately the operator but ultimately quality and productivity.

- Setting the rules: 45 degree rule, the Strike Zone rule and Point-of-use rule
- Redesigning/rearranging the flow of the workplace to ensure minimum movement is used to get things done
- Putting the 5S system into perspective:
 - Sort
 - Set in order
 - Shine
 - Standardise
 - Sustain

Session Two

Waste of inappropriate processing (Hidden waste)

Processing muda consists of additional steps or activities in the manufacturing process. Conducting the work using inappropriate tools, methods, procedures or systems typically result in a waste of time or the production of defects. This is often a function of increasing complexity requiring a simplification of the process or a reduction in the variety of tools.

- Looking for errors in the work-process:
 - Unnecessary red-tape
 - High tech solutions for low tech problems
 - Excessive reporting
- Eliminating the non-value added operations in a process

Case study

Bristol Aerospace Magellan. A look into their manufacturing processes and how lean was incorporated.

Session Three

Waste of unnecessary inventory

Parts, raw materials, work-in-process, inventory, supplies, and finished goods are all forms of inventory. Inventory is considered muda since it does not add value to the product. Inventory has a tendency to collect.

- Determining visible and hidden inventories as the first step in removing inventory muda
- Studying the hidden costs of carrying inventory - the item, insurance, obsolescence, theft, damage, storage... etc.
- Structuring strategic amount of inventory into the inventory management system
- Encouraging practices to reduce the amount of inventory in a company

Session Four

Waste of defects

The last, but not least, is the waste of defects. Any error or variation from a standard in the production of a product, in the delivery of service or in the processing of paperwork or information is a defect. Costs associated with defects include the costs of detection or testing, reprocessing costs or cost of scrapping should reprocessing prove impossible as well as warranty costs and the costs associated with dissatisfied customers.

- Utilising the "5 Why Analysis" - getting the specifics
- Root-causing defects to get rid of the defect symptom
- Creating a "Planned Incremental Availability" goal

Exercise

Balancing planes. Simplifying the assembly line to demonstrate the capabilities of lean.

Review of day's proceedings and Q&A

In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Sarah Faradilla** on +603 2723 6600 or email sarahf@marcusevanskl.com to discuss further possibilities.

About the Endorser

Supply Chain Logistics Group (SCLG) of Middle East is a non-profit organisation established to promote the cause of supply chain and logistics. This group brings an opportunity of education, training, seminar and networking among like-minded professionals and corporations on global basis. The group is operating with the legal backing of the Dubai Chamber of Commerce and Industry and is founded with the help of senior management professionals representing variety of industries on Supply Chain. This group strives to bring the best of education, seminars and interaction through partnership/ alliances with a variety of similar bodies across the globe. www.sclgme.org

About the Official Business Magazines

Celebrating 10 years of publication, **Gulf Business** has remained the region's premier English-language business magazine. Gulf Business's country reports, landmark features and incisive analysis of business news reflects the local market like no magazine has done before.

The definitive Middle East publication for meetings, incentive travel, conferences, exhibitions and events. **Middle East MICE & Events** provides authoritative, informative and educational content for MICE bookers and event planners, hospitality industry professionals, venue managers, travel agents, airlines and government tourism departments. Catering for everyone from the secretary booking board meetings to leading multinational corporate executives, Middle East MICE & Events covers both in-bound and out-bound MICE business, with regular features including destination reports, what's new, people on the move and advice such as getting the basics right, site inspections and planners checklist. For more information, please visit: www.memicee.com

About the Official Online Partner

Zawya is an online business information and community platform focused on the Middle East. Headquartered in Dubai, Zawya has a global user base of over 350,000+ high-end business professionals.

Zawya covers detailed information on the top 12,000+ companies in the Middle East with comprehensive live news coverage through the exclusive Zawya Dow Jones newswire service. Furthermore, the service provides industry news, macroeconomic reports, country statistics, stock market data as well as specialized databases such as IPO, Sukuk, Mutual Funds, Projects and Private Equity monitors.

In addition to subscription services, Zawya offers advertisers the ability to target the most affluent online audience with an interest in the MENA region. Zawya's online service caters to and attracts only serious professional users and decision makers as it has the only fee paying user base in the region.

Visit us today at www.zawya.com

About the Media Partner

The **Supply Chain & Logistics Link**, the official magazine of Supply Chain and Logistics Group. This is the first and only executive level Supply Chain Publication in the region. The Supply Chain & Logistics Link provides simple articles, academic research papers and other learning opportunities that can be leveraged by all participating members. It provides relevant business information, new developments and industry wide trends with a Global perspective. It reports and promotes the region's Supply Chain & Logistics industry. It is thus an essential "Link" for all individuals and organisations involved in Supply Chain & Logistics.

Program schedule

Day one & two

0830	Registration & coffee
0845	Training commences
1015 - 1030	Morning refreshments and networking break
1200 - 1315	Luncheon
1445 - 1500	Afternoon refreshments and networking break
1630	Close of day

marcus evans would like to thank everyone who has helped with the research and organisation of this event, particularly the trainer, who has kindly committed and supported the event.