

Implementing Lean Methods to Reduce Cost and Improve Cashflow

Target Audience General Managers of production operations, Production Managers, Operations Managers, Process Managers, Senior Engineers, Business Analysts and Internal Consultants.

Key Learning Outcomes

- Learn how to plan, organise and implement Lean Techniques that will achieve increased throughput and revenue, improved quality, reduced cost and reduced lead times.
- Understand and analyse your operation allowing you to 'mistake-proof', and 'future-proof' your organisation.
- Critically analyse and engineer your organisation and processes, allowing you to remove waste, non-value-added activity and potential quality problems.
- Learn how to educate and involve your workforce in the process, achieving 'buy-in' and increased knowledge and understanding of the process.

Course Experience

- ✓ Theory: Latest best practice
- ✓ Team discussions
- ✓ Individual and group exercises
- ✓ Case studies
- ✓ Technique application practice
- ✓ Business problem solving
- ✓ Personal action planning

Course Outline

DAY 1

Introduction to Lean Processes and Systems

- History & Philosophy of Lean Processes and Systems
- The Deming Cycle and TQM
- Getting to grips with the Toyota Production System
- Customer Orientation Considerations

Lean Tools & Techniques

- Poka Yoke
- Autonomation
- Kaizen and Kaizen events
- Kanban stocks, stores and buffers
- Just in Time (JIT) techniques
- 'Push' and 'Pull' techniques

Planning and Scheduling

- How to plan and schedule a lean manufacturing operation
- Determination of Lot Sizes
- Placement of a Constraint
- Inventory and WIP
- Process Mapping
- Takt Time
- Establishing a Continuous Flow System in a Non-Continuous Environment
- Examining Value and Non-Value-Added Activities
- Defining, Identifying and Eliminating Waste

DAY 2

Information and Measurement

- Key Performance Indicators (KPIs)
- The Visual Workplace and Sensory Signals
- Statistical Techniques
- An introduction to Six Sigma
- Design of Experiment (DOE)
- Feedback and control systems

Designing, Organising and Laying out the Workplace

- Design for Assembly (DFA) and Design for Manufacturability (DFM)
- 5S Techniques
- Standard Operating Procedures
- How to observe, qualify and quantify work.
- Elimination of the root causes of defects and quality problems

Machinery and Maintenance

- Finding missing availability
- Implementing Total Productive Maintenance
- Measuring Overall Equipment Effectiveness
- Understanding Reliability Centred Maintenance

DAY 3

Working with Suppliers

- Developing partnerships
- Moving away from traditional and damaging relationships
- How to evaluate and communicate with a supplier

Make it Faster – Develop Speed

- The relationship between quality and speed
- Single Minute Exchange of Die (SMED)
- Set-up time reduction and elimination
- Pitfalls and practical tips on how to get it right.

Keys to Success

- Useful tools, templates and measures
- Factory layout principles
- The importance of commitment and communication
- Ensuring appropriate capability development of the team
- Focused improvement for maximised results

Pre-Course Work: Completion of Pre-Course Questionnaire

Course Material: Includes facilitator's slides, exercise worksheets, background reading/articles and recommended books

Ideal Number of Participants: 6

Maximum: 12

Minimum: 2