

*- advanced executive education -*

*For the first time in Cape Town, a revolutionary training course:  
Maximising Operational Excellence Through*

# **THE LEAN ENTERPRISE (Lean Thinking)**

*- implementation of lean concepts across business processes and industries -  
- practical principles for all private and public organisations -*

**26-28 January 2009 – The Radisson Hotel\* – Cape Town**

**100% Reduction of Customer Complaints**  
**35%+ Saving of Wasted Manpower Time**  
**85% Reduction of Setup Time and Time-to-Market**  
**95% Reduction of all Lead/Response Times**  
**83% Reduction of Inventory**

*The key behind these astonishing figures?*

**One Robust Principle...LEAN**

THE LEAN ENTERPRISE - A Training Course Developed By:

Carlo Scodanibbio – Tel: 021 4249556 – Mob: 083 2587128 – email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)

# THE LEAN ENTERPRISE (LEAN THINKING)

## The Fact .

*"The US financial crisis has spiralled into 'the largest financial shock since the Great Depression' and there is now a three-in-four chance of a full-blown global recession."*

Organisations seeking to exploit global markets, will soon be hitting an 'invisible' but nonetheless debilitating wall; mounting complexity across the value chain and lacklustre business performance. As the economic pendulum swings on the opposite direction, cost cutting pressures are very likely to put Lean Thinking back in the spotlight.

### DIFFICULT TIMES DEMAND LEANER OPERATIONS

Yet, amid this mounting complexity, many forward thinking enterprises are fully positioned for the challenge as they continue their quest for growth and profitability.

### THEIR SECRET WEAPON ...

## - LEAN THINKING -

### THE RESULT...

**80%+ Reduction in Inventory >> 30-60% Slash of Direct Labour/Staff Cost >> 50% Savings of Overhead Expenses >> 40-60% Reduction in Logistics Cost >> 90-100% Less Errors/Defects >> 30-40% Cut in Capital Equipment and Capex**

### BEHIND THE NUMBERS...

Amazing business success stories, steadily taking market share from price-cutting competitors, earning far more profit than ever, and winning the accolades of business leaders worldwide. Intelligent moves in every corner of the operation, from product design and marketing to operations and leadership, from customer relationship and logistics, to managing projects and administration.

### THE THIRST...

Many who have emulated this phenomenal system have seen double and triple digit productivity growth, as well as unprecedented customer satisfaction levels. This included names like GE, Autoliv, Baxter, AMD, Solectron, Xerox.....

### TODAY...

Lean Thinking is bringing competitive improvements not just throughout the value chain, but throughout the company as lean principles are beginning to be applied to operations, administration, product development, back-office functions and even accounting!

### THIS ADVANCED MASTERCLASS...

Will divulge how to get beyond a focus on the surface tools and techniques of Lean by creating a Second Industrial Revolution type of culture - by showcasing a **LEAN LEARNING ENTERPRISE**. You'll learn how to...

**OPTIMISE MATERIALS AND INFORMATION FLOW >> IMPROVE THE SPEED OF YOUR BUSINESS PROCESSES >> IMPROVE DRASTICALLY PRODUCT AND SERVICE QUALITY >> CUT WASTE TO THE ROOTS AND BENEATH**

**NO MATTER WHAT YOUR INDUSTRIAL SECTOR IS**

**Lean isn't an option any more - it's a necessity!!!!!!**

**WALK AWAY HAVING 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
- **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 organisational 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 optimise productivity and profitability
- **Avoid** common pitfalls encountered during Lean implementation
- **Create** a Lean Culture within your organisation
- **Explore** the key requirements for successful employee involvement in Lean practices
- **Drive** the entire organisation to the 'Least-Waste Way' of operating for continuous improvement
- **Use** lean ideas to think about process improvement in your own organisation and its value-chain
- **Shift** organisational 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

Register 2 or more delegates before December 10, 2008 and get absolutely free at your premises a half-day coaching visit on Lean Practices by Dr Carlo Scodanibbio!

Course Trainer:  
Dr. Carlo Scodanibbio – Independent Consultant

Course Dates:  
26 – 27 – 28 January 2009

Course Venue:  
The Radisson Hotel\* – Cape Town

## Course Outline .

### DAY 1 Module 1 Industrial Performance

• Definition and measuring methods. Approaches to Performance Improvement.

### DAY 1 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.

### DAY 1 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 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. **Case studies.**

### DAY 1 Module 4 The origins of Lean Thinking

• 1. 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!  
 • 2. 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.

### DAY 1 Module 5 Value Adding Management in Industry

• The pilot light and driving philosophy for the new millennium. Focusing on processes to maximise 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.

### DAY 1 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.**

### DAY 1 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 "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**

### 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: 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)

### DAY 2 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.

### DAY 2 Module 10 Resistance and opposition thinking to Lean transition

• The table of excuses – the "batch" mentality – the "conveyor" mentality.

### DAY 2 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.

### DAY 2 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/Contract works. Lean Project Management in multi-project situations: Lean management of several projects at once. **Workshop.**

### DAY 2 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 "turn-this-board" strategy.

• The 6-Sigma Methodology for elimination of Quality defectiveness and process' variation: overview. Combining "Lean" and 6-Sigma- how.

### DAY 2 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: the Lean Supply 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. **Open Debate.**

• LT principles in the Mining and the Continuous Process Industries. **Case Studies.**

• LT and Software Development. Lean Thinking and the IT world.

### DAY 3 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, poor-man approach, tools, techniques, team-work.

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

### DAY 3 Module 17 Lean Thinking and People

• How to insert people in value-generating processes. How to switch over from simple tasks to simple processes. **Case Study: How to evolve from "job description" to "process description".**

### DAY 3 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.

### DAY 3 Module 19 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-preneuring** – decentralisation – the business with no premises – the "replica" concept.

### DAY 3 Module 20 The future scenario

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

## 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 organisations.

### Timings:

Registration will be at 08:00 on each day with the course beginning at 08:30. There will be a 15' 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.


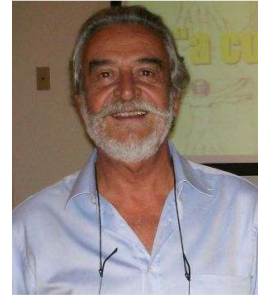
This highly interactive course is designed to provide participants with practical and 'hands-on' insights on Lean Thinking, along with effective techniques to achieve desired outcomes through practical case studies and live simulations. Derived from Dr. Carlo's extensive experience on Lean processes, this course will be conducted with a highly engaging and result-oriented approach that gives you immediate and substantial results.



## About Your Facilitator .




Dr Carlo Scodanibbio is an internationally renowned Trainer, Speaker and Industrial Consultant with over 38 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, Mauritius Employers' Federation, Romanian Paper Industry Association, United Nations Industrial Development Organisation, Federation of Kenya Employers and University of Cape Town.



***"An excellent course.... Fantastic Italian "Maestro" who takes you from zero to hero... Thank you Carlo !!  
S V R, CTI, South Africa***

Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by well over 13,000 participants. Carlo, holds a doctor degree in Electrical Engineering, and has written numerous articles and research papers which have been actively published in many manufacturing newsletters, bulletins and international magazines.



***"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."  
Y M, Circuit Breaker Industries, South Africa***

### 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 course will be a shocking course for many of you. Because it demystifies all traditional principles of the first industrial revolution on which most 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 course will prove that competitiveness today can no longer be achieved by merely cutting costs 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 course is the logic development and extrapolation of my "Next Generation Lean Manufacturing" course, 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 project-driven companies.

By showing that "thinking" is what must change at all levels of an organisation, this course will prove that higher levels of performance can be achieved if you create the right conditions. I GUARANTEE that you will leave this workshop with the knowledge and tools to improve the value proposition of your operations! See you soon in Cape Town!

Dr. Carlo Scodanibbio

***"An excellent, practical course with visual video proofs that the Lean technique works.  
This course teaches one to look differently at own work environment"  
H P, Cobra Watertech, South Africa***



***"An excellent course, a fantastic launch pad for lean. Participants leave feeling energetic and enthusiastic"  
L C, Sasol Dyno Nobel, South Africa***

# Registration

## Course Fees, Discounts, Promotion

### Fees Structure

(prices are per Delegate)

- Price per Delegate R6800-00
- 2 Delegates: less 5% R6460-00
- 3-5 Delegates: less 10% R6120-00
- 6-9 Delegates: less 15% R5780-00
- 10+ Delegates: less 20% R5440-00

### Early Bird Registration

Register and settle Course Fees by December 10, 2008 and get **an additional 10% discount** on the applicable price (as per Fees Structure)

### Special Promotion

Register and settle Course Fees for 2 or more delegates before December 10, 2008 and get **absolutely free** at your premises a **half-day coaching visit on lean practices** by Dr Carlo Scodanibbio! Dates by arrangement. NB: travelling expenses to Companies in the Cape Town area are included at no charge. Charges apply for travelling to other destinations.

Please complete this Form immediately and fax to +27 – (0)21 – 424 9556

### DELEGATE/S DETAILS

(please write in BLOCK CAPITALS)

- 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 \_\_\_\_\_

(More than 5 Delegates: Please add separate schedule)

- We are registering 2 or more Delegates and we are settling/will settle Course Fees on or before the 10<sup>th</sup> of December 2008. We wish to avail ourselves of a free half-day Coaching Visit at our premises by Dr. Carlo Scodanibbio on a date to be agreed.

### ORGANISATION DETAILS

(please write in BLOCK CAPITALS)

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

We are registering \_\_\_ Delegates @ R \_\_\_\_\_/each

Total amount R \_\_\_\_\_  
Less 10% Early Bird Discount R \_\_\_\_\_

Net amount to be invoiced R \_\_\_\_\_

### Authorising Manager

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

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

(This Registration is invalid without a signature)

### TERMS OF PAYMENT

**Fees include:** participation to the 3-day Course "The Lean Enterprise (Lean Thinking)" to be held at the Radisson Hotel (\* or equivalent venue in central Cape Town) on 26-27-28 January 2009 – Refreshments and Lunches – Course Notes and Documentation – Certificate of Achievement signed by Dr. Carlo Scodanibbio – One free e-consulting Advice by Dr. Carlo Scodanibbio.

Upon receipt of a duly completed and signed Registration Form, a **Confirmation Letter** and **Invoice** will be sent to you.

Payment of Course Fees is strictly **on presentation** and is required **within 5 working days** from date of Invoice.

### METHOD OF PAYMENT

Please indicate your preferred Payment method:

**Cheque.** Made payable to Dr. Carlo Scodanibbio

**Bank Transfer.** In favour of **Dr. Carlo Scodanibbio**  
**Nedbank** - Branch: 85 St. George's Mall, Cape Town - Branch Code: 123209 - Account Number: **1232 055239**

Please quote "**Registration to Lean Enterprise Course**" as reason for payment.

### CANCELLATION POLICY

All Cancellations of Registrations must be made in writing. Due to contractual obligations, the following cancellation charges apply: 20 to 10 working days notice : 50% of the course fee  
9 to 3 working days notice : 70% of the course fee 2 working days or less notice : 100% of the course fee  
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 Course Fees.