

A Value Stream Approach to Improvement

# Applying Lean to the Value Chain

...in a discrete manufacturing environment\*

January 25-28, 2011 Lexington, KY

## New Event. New Format. New Approach.

A four-day intensive learning experience designed to show you how to apply lean techniques upstream and downstream of your manufacturing process. (It's where most of your improvement opportunities are hiding!)

**PRODUCTIVITY**

# Applying Lean to the Value Chain

...in a discrete manufacturing environment\*

January 25-28, 2011 Lexington, KY

## A Value Stream Approach to Improvement

**New Event.**

**New Format.**

**New Approach.**

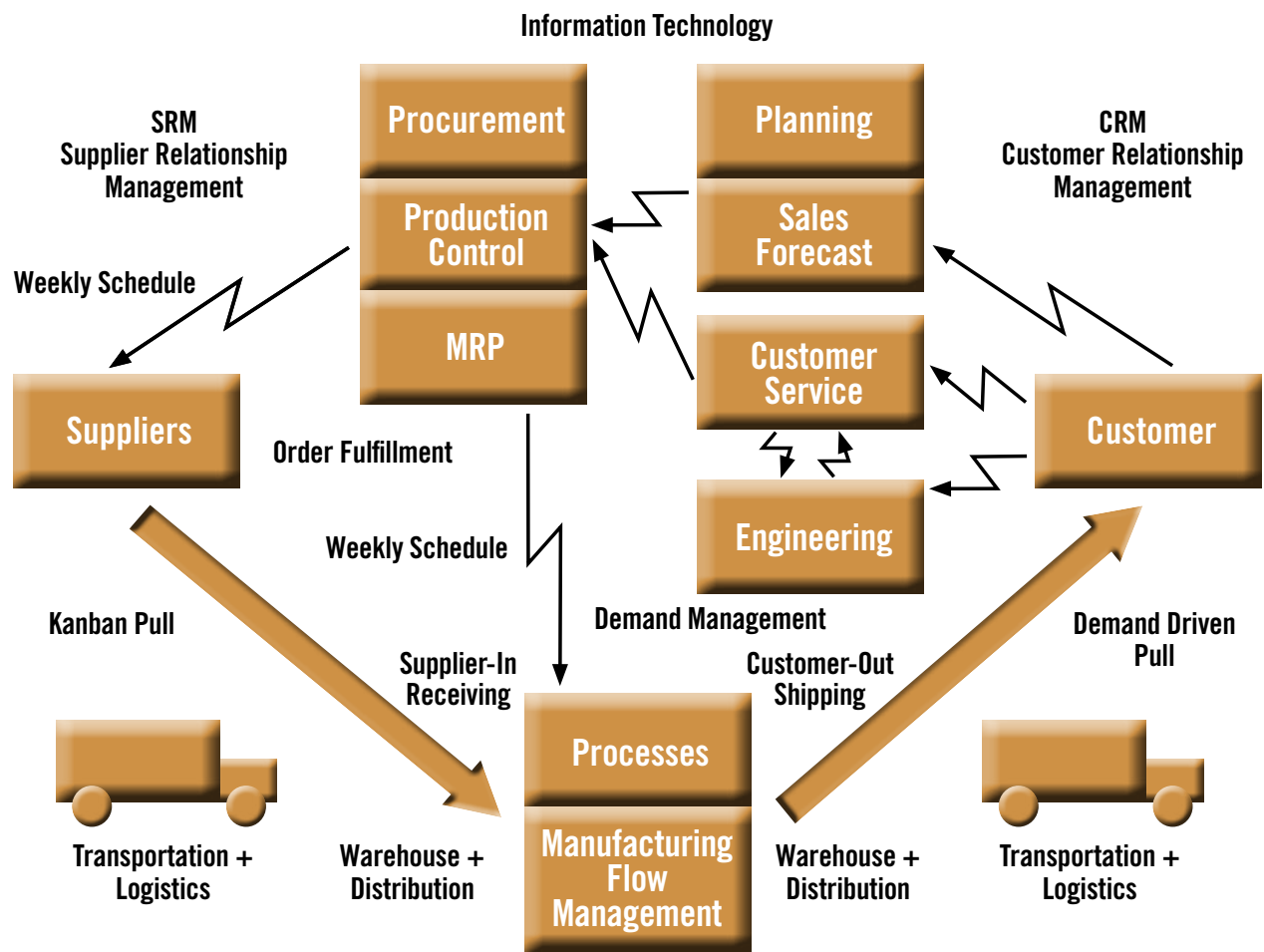
As a consulting company, it is our job to create next generation products and services to help you solve your problems. And one of the problems facing many organizations today is how to expand the good things they are achieving with Lean in their production processes into their upstream and downstream value chain.

To help with this problem, Productivity Inc. has developed a new four-day workshop focused specifically to continuous process organizations\*.

This event has been developed around a single case study that will take you up and down the supply chain, from suppliers to processes to customers. We will explore supplier and customer relationship management, order fulfillment, demand management, warehousing and distribution, transportation and logistics, and more, all with the goal of optimizing these systems and processes to deliver value to your organization.

[www.leanmanufacturingconference.com](http://www.leanmanufacturingconference.com)

**\*Continuous Process Manufacturer:** A discrete manufacturing company manufactures distinct items (items you can easily count, touch, see).



*During the four-day event*, you and fellow participants will assume the role of improvement architect and “live” the process of applying Lean to the overall value chain of a discrete manufacturing organization. You will march through a complete value chain improvement, including leadership, business case design, strategy development and deployment, value stream management, planning and scheduling, and maintaining connections with customers and suppliers. Along the way, you will understand the how and where to apply the various Lean techniques to improve your overall value chain and understand the issues and obstacles to watch out for when returning to implement at home.

In today’s economic conditions, we know that the decision to spend money is not an easy one and must be made based on getting a good return on your investment. Applying Lean beyond your production processes will not only reduce costs, but improve capabilities and reduce variability, providing a positive return for your organization.

Join us in Lexington and discover where most of your improvement opportunities have been hiding. It is an event unlike any you’ve attended in the past.



## What makes this event different? It is a unique learning experience...

Have you ever attended a conference and received a lot of excellent information but had a difficult time translating that information into action back at your facility? If so, then this event will be of interest to you.

We have designed this event for a group of dedicated Lean practitioners who are ready to roll up their sleeves and get to work and get results. Working in teams with other participants you will assume the role of improvement architects charged with finding and removing waste, while developing a meaningful improvement plan, business case, and future state value stream map. This accelerated learning environment focuses on both the technical and cultural aspects of Lean transformation.

**Case Study Driven**—not PowerPoint driven

**Learn then Do** • this event combines practical application and demonstration

**Discrete Industry Focus** • the event is focused strictly to the discrete industry and the case study, examples and discussions will focus on issues you deal with every day

**Immersion in the techniques** • you will gain a usable understanding of the techniques presented; not just information about them

**Take it Back Home** • you will “live through” a Lean planning and deployment process that you can immediately replicate back at your facility

**Team Structure** • this event’s team based structure helps you understand team dynamics and provides a sharing of diverse perspectives

## Key Learning:

We have been implementing Lean now for years, yet we are still not seeing the results we need. Sound familiar? If so you are not alone. The reason is that most organizations have been implementing Lean as a series of tools, creating isolated pockets of excellence that aren’t tied together and aren’t tied to the organization’s overall strategic goals. Although the “Lean movement” has been running full steam ahead for years, the truth is that many organizations have barely gotten past “Go”.

If you believe the time has come to move past “go”, to expand your current successes, to get beyond pilot projects, to tie results to strategic objectives, then join us in Houston and take your organization to the next level by learning to apply Lean in the context of your overall customer and supplier value chain.

## *This event will teach you...*

- How to leverage your Lean improvements
- How to optimize your overall business performance
- How to maximize and predict the impact of your value stream improvement efforts
- How to select the right improvements and implement them in the right sequence
- How to dramatically reduce costs and speed communication by redesigning scheduling, production control and information flows
- The rules leaders must live by in order to build a community of associates who are capable of driving improvements
- How to improve supplier reliability and on-time delivery performance without increasing inventory levels



# Event Agenda\*

January 25-28, 2011 Lexington, KY

## Applying Lean to the Value Chain...in a discrete manufacturing environment

TUESDAY		
Strategy	7:30am-8:00am	Registration
	8:00am-12:15pm	<p><b>Lean Leadership</b></p> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Leadership Attributes</li> </ul> <p><b>Lean Strategy Design</b></p> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Strategy Innovation</li> </ul>
	12:15pm-1:00pm	Lunch
	1:00pm-5:00pm	<p><b>Lean Strategy Design</b> (Case Work continued)</p> <ul style="list-style-type: none"> <li>• Develop Future State Profile</li> </ul> <p><b>Lean Strategy Deployment</b></p> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Strategy Deployment Matrix—strategy and impacts</li> <li>• Targets to Improve</li> </ul>
WEDNESDAY		
Strategy	8:00am-12:00pm	<p><b>Value Stream Management</b></p> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Metrics</li> </ul>
	12:00pm-1:00pm	Lunch
	1:00pm-5:00pm	<p><b>Value Stream Management</b> (Case Work continued)</p> <ul style="list-style-type: none"> <li>• High Level Future State</li> </ul> <p><b>Improvement Plan Design</b></p> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Improvement Prioritization</li> <li>• Sequencing Improvements</li> </ul>

Agenda continued on page 6.

THURSDAY		
<b>Tactics</b>	8:00am-12:00pm	<b>Business Case</b> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Value Stream Analysis</li> </ul> <ul style="list-style-type: none"> <li>• Case Work: 1. Improvement Valuation</li> <li>2. Cost Reduction &amp; Revenue Growth</li> <li>3. Complete Targets to Improve on SD Matrix</li> </ul>
	12:00pm-1:00pm	Lunch
	1:00pm-5:00pm	<b>Lean Scheduling &amp; Pull Systems</b> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Demand Analysis</li> </ul> <ul style="list-style-type: none"> <li>• Capacity Analysis</li> <li>• Kanban Calculations</li> <li>• Leveling</li> </ul>
FRIDAY		
<b>Tactics</b>	8:00am-12:00pm	<b>Lean Scheduling &amp; Pull Systems</b> <ul style="list-style-type: none"> <li>• Case Work</li> </ul> <b>Customer to Manufacturing Connection</b> <ul style="list-style-type: none"> <li>• Case Work</li> </ul> <b>Supplier to Manufacturing Connection</b> <ul style="list-style-type: none"> <li>• Case Work</li> </ul>
	12:00pm-1:00pm	Lunch
	1:00pm-5:00pm	<b>Customer Information Flows</b> <ul style="list-style-type: none"> <li>• Presentation and Discussion</li> <li>• Case Work</li> </ul> Team Reports and Wrap-up

\*Note: times subject to adjustment



## Lean Leadership

### Tools vs. Rules. What's the difference?

Improvement tools implemented outside the context of the required culture change will always yield sub-optimal performance. In this phase, participants will learn the nature of the new behaviors that leaders must be willing to model in addition to the new way employees must think about how they work.

## Lean Strategy Design

### Is the business strategy viable beyond today?

Don't take it on faith. Many organizations today are putting a lot of energy and resources into improving sources of value that offer no differentiation in highly competitive markets. In this phase participants will learn how to advance their improvement capabilities knowing that the value propositions they bring to market are viable for the long term.

## Lean Strategy Deployment

### Having a well thought put strategy tees you up for success.

Ok, I understand and feel good about our current business strategy. In this phase, participants will learn how to align the organization around it. What's required next are the abilities to a) effectively communicate it throughout the entire organization, b) be certain that what your team is working on supports the strategy, and c) implement countermeasures when an essential improvement effort fall short of expectations.



## Value Stream Management

**If you can't draw it, you probably don't understand it.**

In order to develop a value stream improvement plan you have to have a detailed understanding of the actual operating mechanics of material and information flow. Value stream mapping is an effective way to learn to see the waste in your value stream. The challenge will not lie in identifying improvement opportunities, as most value streams are “target rich”. The challenge lies in agreeing which opportunities to go after first, second, third, etc. In this phase, participants will learn how to prioritize improvements identified by the value stream map that lie upstream and downstream of the production process.

## Improvement Plan Design

**What? How much? When? Who?**

Developing an integrated improvement plan forces you to answer the questions: What waste are we going after first? By how much do we want to improve? By what date will the improvement be made and how will we measure success? Who is driving the process? In this phase, participants will draft an improvement plan answering all of these questions.

## Business Case Design

**Your improvement plan looks great on paper, now “Show me the money!”**

An essential step in the process of improvement is the ability to determine the impact on the business of implementing and sustaining the improvement... in a way that aligns with the overall business strategy. In this phase, participants will write a business case that ties their improvement plan to the overall business strategy and outlines financial impacts on the organization.

## Lean Scheduling & Pull Systems

Feel free to argue but in most value streams, the scheduling process is not very lean. Effective demand driven order planning is non-existent. Scheduling is typically “unscientific” and too frequently based on “which customer screams the loudest”. And leveling? What leveling? Here again... if you can't draw how your scheduling, leveling and planning processes need to work, they will never work the way you want them to. In this phase, participants will explore a variety of options to effectively plan, level, and schedule in a demand sensitive environment.

## Customer to Manufacturing Connection

Have you selected the most effective way to connect your company with your customers? What are the different ways to make this connection? What level of customer service does your current approach provide? Do you have the right inventory in the right locations in the right quantity? What is the size of the prize associated with making the connection differently? In this phase, participants will look at the customer to manufacturing links and answer these vital questions.

## Supplier to Manufacturing Connection

To a great extent, supplier performance is based on the quality of the connections established from you to them. Have you selected the most effective way to connect your company with your suppliers? What are the different ways to make this connection? What level of customer service does your current approach provide? Do you have the right inventory in the right locations in the right quantity at the right level of transformation? What is the size of the prize associated with making the connection differently? In this phase, participants will look at the supplier to manufacturing links and answer these critical questions.

## Customer Information Flows

As you improve the performance of your value stream, new possibilities present themselves with how you exchange information with your customer. In this phase, participants will examine current customer information flows and design “future state” flows.

# EVENT REGISTRATION

Applying Lean to the Value Chain... in a discrete manufacturing environment

January 25-28, 2011 Lexington, KY

Please print. Copy this form for additional registrations.

NAME		TITLE	
COMPANY			
ADDRESS			
CITY		STATE	ZIP
( )	( )		
PHONE	FAX	EMAIL (required to confirm reservation)	

**Bring a team to the event and receive special group pricing. Call for details.**

**Event price:** \$2,195

**Payment Options:** Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm reservations until payment is received.

ENCLOSED IS MY CHECK FOR \$ \_\_\_\_\_ PAYABLE TO: PRODUCTIVITY INC., DRAWN ON A U.S. BANK.

CHARGE MY  VISA  MASTERCARD  AMERICAN EXPRESS

CARD # (INCLUDE 3 OR 4 DIGIT SECURITY CODE) \_\_\_\_\_ ( / / ) EXP. DATE \_\_\_\_\_

NAME ON CARD \_\_\_\_\_

BILLING ADDRESS FOR CARD \_\_\_\_\_

CARD HOLDER SIGNATURE \_\_\_\_\_

**Cancellation Policy:** Conference registrations may be transferred to another colleague without charge. To be considered for a refund, we must receive notice of cancellation in writing no later than 21 business days prior to the event. Cancellations received within 21 business days are subject to the full registration fee and money will be held on account for up to one year for use at a future workshop or conference. If no notification of cancellation is provided, registration fees will be forfeited. There is a \$200 processing fee for all cancellations. On rare occasions, circumstances may make it necessary to cancel or postpone an event. As such, we encourage attendees to book refundable/reusable airline tickets. We will not be responsible for incidental costs incurred by registrants.

By registering for this event, the registrant hereby acknowledges and agrees that any photographs or videos taken during the event may be used in marketing efforts, including but not limited to news and promotions (web/print) without compensation to the registrant.

Consultants and university faculty are not permitted to attend.

**Accommodations:** Call our office or visit our website for details.

## REGISTRATION OPTIONS:

**CALL:**  
1-800-966-5423 or 203-225-0451

**ONLINE:**  
[www.productivityinc.com](http://www.productivityinc.com)

**DOWNLOAD**  
the registration form and fax it back to  
1-203-225-0771 or mail it to:  
Productivity Inc.  
4 Armstrong Road, 3rd floor  
Shelton, CT 06484

